



PLAN DE PROMOCIÓN Y COMUNICACIÓN DEL PROGRAMA EUCHERRIES DE LA
AGRUPACIÓN DE COOPERATIVAS DEL VALLE DEL JERTE S. COOP. PARA 2025-26-27

CONCURSO DE SELECCIÓN DEL ORGANISMO DE EJECUCIÓN

PARA LA EJECUCIÓN DE PROGRAMAS DE INFORMACIÓN Y PROMOCIÓN DE PRODUCTOS
AGROALIMENTARIOS EUROPEOS EN MERCADO INTERIOR A PRESENTAR A LAS AYUDAS
DE LA UNIÓN EUROPEA (Reglamento UE 1144/2014)

31-03-2025



1. INTRODUCCIÓN
2. OBJETO DEL CONCURSO
3. BASES DEL PROCEDIMIENTO
- 3.1.- FASE DE EXCLUSIÓN / SELECCIÓN
- 3.2.- FASE DE ADJUDICACIÓN
4. CALENDARIO
5. CONDICIONES DE LA LICITACIÓN
6. PROGRAMA APROBADO

1.INTRODUCCIÓN

La Agrupación de Cooperativas del Valle del Jerte es una cooperativa de segundo grado, constituida por otras 15 cooperativas de primer grado, que se encuentra en el norte de la provincia de Cáceres, en pleno corazón del Valle del Jerte. Empezó su historia en 1986, primero como una destilería que se creó gracias a la unión de pequeños agricultores, para el total aprovechamiento de la producción; destilería que todavía hoy sigue funcionando, de donde se extraen exquisitos productos destilados y licores de un proceso artesanal. También se instaló una almazara, ya que el olivo es un árbol muy característico de la zona desde hace generaciones, y así empezó a crear también su propio aceite de oliva virgen extra con la variedad autóctona “manzanilla cacereña”, mediante un proceso completamente natural.

Y poco a poco, con el paso de los años, los procesos se fueron centralizando cada vez más para el mejor procesado de la fruta, y el número de socios fue creciendo junto con la superficie de las instalaciones, a la vez que fueron creciendo los servicios y los clientes nacional e internacionales. Además, la empresa siempre ha ido a la vanguardia de las novedades de la industria, modernizando su maquinaria, instalaciones y procesos, a la vez que cumpliendo con la normativa del cuidado medioambiental y las certificaciones de calidad.

El sector en el que desarrolla su actividad la empresa es al del agroalimentario. Es una entidad centrada en la producción de cereza y picota, que corresponde al 70% (9.967 t) de su producción total. También cultiva castañas (2.164 t) e higos secos (735 t), además de otros tipos de fruta de hueso (975 t). Según destinos, el 63% de la cifra de negocios corresponde a venta nacional, el 29% a ventas intracomunitarias y el 8% a exportaciones fuera de la UE. Hoy en día, la empresa comercializa con 116 clientes diferentes entre 30 países con fruta fresca de su propia producción, y con productos elaborados todos de su propia producción también, tales como bebidas espirituosas, mermeladas y aceite de oliva.

La relevancia socioeconómica de la Agrupación es claramente notoria en la provincia de Cáceres, siendo una de las mayores empresas de la provincia, ya que crea una gran cantidad de puestos de trabajo en el norte de Cáceres colaborando con diversas asociaciones para la creación de empleo, además de crear políticas de mejora social como planes de igualdad. Destaca que es una empresa grande en constante crecimiento y expansión.

Uno de los productos estrella es la picota, una variedad de cereza que se da de forma autóctona en sus tierras, un fruto con multitud de propiedades, un grandísimo sabor. Desde hace muchos años la Agrupación certifica sus picotas con el sello de la Denominación de Origen Protegida, otorgando la autenticidad y el reconocimiento que este fruto merece, así como la garantía de su procedencia de origen español y europeo.

Más información en: www.ac-vallejerte.es

2.- OBJETO DEL CONCURSO

La Unión Europea cofinancia programas de información y promoción de productos agrícolas tanto en el mercado interior como en terceros países, en base al **Reglamento (UE) n.º 1144/2014**. Esta iniciativa permite a las organizaciones promover sus productos en diferentes mercados, reforzando su posicionamiento y destacando sus cualidades de calidad, origen y sostenibilidad.

La Agrupación de Cooperativas del Valle del Jerte presenta esta convocatoria de concurso con el fin

de seleccionar un **organismo de evaluación** que evalúe las actividades de promoción para el trienio 2025-2027. Dicha organización busca consolidar sus productos en el mercado objetivo, promoviendo su calidad y sus beneficios, así como la importancia de los valores europeos de trazabilidad y sostenibilidad.

El objetivo del concurso es encontrar un organismo de evaluación que colabore en el desarrollo de un programa de promoción que cumpla con el siguiente objetivo específico:

- Ser el encargado de evaluar los resultados del programa de acuerdo con el artículo 6 bis del RD 38/2017.

Se requiere que el organismo encargado de la evaluación explique las técnicas de investigación utilizadas para medir los indicadores de impacto, justificando la selección de cada una de ellas. Se valorará una explicación detallada sobre cómo se abordarán los siguientes aspectos:

- **Universo de estudio:** se debe especificar el grupo de individuos considerados como objetivo de la promoción en las distintas actividades programadas.
- **Método de recolección de información:** se podrán utilizar diversos tipos de encuestas (presenciales “face to face”, autoaplicadas, en línea, etc.), dependiendo de las necesidades específicas de medición asociadas a cada acción. También se considerará la necesidad de presentar material audiovisual a los encuestados para obtener su recuerdo y valoración.
- **Ámbito geográfico:** los estudios deberán ser representativos a nivel nacional, pero con la capacidad de centrarse en mediciones de áreas específicas (locales), de acuerdo con la programación de la campaña y las áreas de interés identificadas.
- **Tamaño de las muestras:** se exigirá que la entidad encargada de la medición disponga de una muestra en cada estudio lo suficientemente grande para garantizar un error máximo de muestreo inferior al 5% y un nivel de confianza del 95% (*). Si se presenta un error muestral distinto, se deberán proporcionar explicaciones y justificaciones correspondientes.

Mercado objetivo: España, Finlandia y Suecia.

Presupuesto total: 18.734€ sin IVA.

3.- BASES DEL PROCEDIMIENTO

Las empresas que participen en el concurso deben conocer y aceptar en todos sus términos la legislación que los regula y que se resume a continuación:

- Reglamento 1144/2014 de 22 de octubre, sobre acciones de información y promoción de productos agrícolas en mercado interior y en terceros países.
- Reglamento delegado 2015/1829 de 23 de abril que completa el Reglamento 1144/2014 de 22 de octubre.
- Reglamento ejecución 2015/1831 de 7 de octubre por el que se establecen disposiciones de aplicación al Reglamento 1144/2014 de 22 de octubre.

Para garantizar un proceso competitivo, transparente y de igualdad de trato, el procedimiento se desarrollará en dos fases:

3.1.- FASE DE EXCLUSIÓN/SELECCIÓN DEL ORGANISMO DE EVALUACIÓN

Las solicitudes deberán enviarse por correo electrónico a la entidad convocante, con el asunto: "Candidatura Organismo de evaluación para EUCHERRIES 25-27".

Documentación obligatoria para la primera fase:

- **Carta de solicitud** fechada y firmada que confirme la aceptación de las condiciones de licitación.
- **Declaración jurada** sobre la ausencia de conflicto de intereses con la entidad proponente.
- **Certificados de cumplimiento** de obligaciones tributarias y de Seguridad Social.
- **Capacidad técnica:**
 - El nivel de experiencia de la persona o personas encargadas de coordinar los servicios en general y los detalles de su experiencia en la realización de campañas en el mercado interior.
 - Una visión general del organismo de evaluación y su estructura interna.
 - Descripción detallada del equipo a cargo de la evaluación.
 - Evidencia del conocimiento del mercado en el que se orienta en este ejercicio.
- **Capacidad financiera:** cuentas del último ejercicio fiscal. Las condiciones mínimas de solvencia que deberá acreditar el empresario, será un volumen anual de negocios, considerando la mejor cifra de los últimos tres ejercicios disponibles, por importe mínimo en euros equivalente al 30% del importe anual con IVA del presupuesto de licitación.

Todo este material se deberá entregar digitalizado en un soporte adecuado.

Esta información debería dar al licitador una idea justa de la coincidencia entre sus necesidades y las ofertas, así como la capacidad de los organismos de evaluación de gestionar una campaña cofinanciada por la Unión Europea.

Las solicitudes deberán enviarse por correo electrónico a: proyectos2025@ac-vallejerte.es

3.2.- FASE DE ADJUDICACIÓN

Criterios de adjudicación de propuestas (total de 100 puntos):

- **Calidad** (hasta 5 puntos): calidad de los indicadores y de los métodos de evaluación propuestos.
- **Pertinencia** (hasta 5 puntos): se valorará que las propuestas aborden el tema concreto de la convocatoria, los productos que se quieran promocionar, y que se atiene fielmente a los objetivos y fines específicos establecidos en la convocatoria.
- **Impacto** (hasta 5 puntos): se valorará que las propuestas estén orientadas a los resultados, y que muestren con claridad cómo se proponen alcanzar dichos resultados.
- **Precio** (85 puntos): la propuesta económica se puntúa proporcionalmente en comparación con la oferta más baja. a la que se atribuye la puntuación máxima, calculando la ponderación de las demás con arreglo a la siguiente fórmula:

$$P = \text{puntuación máxima} \times (\text{oferta mínima} / \text{oferta a valorar})$$

P: es la puntuación obtenida por cada una de las propuestas.

Puntuación máxima: 85.

Oferta min: es la oferta mínima recibida y que haya llegado a esta fase.

Oferta para valorar: es la oferta correspondiente al licitador que se valora.

Si una propuesta excede el presupuesto máximo de licitación indicado en la convocatoria, obtendrá cero puntos en la valoración del precio y quedará fuera del proceso.

4. CALENDARIO

- **Publicación de las bases del concurso:** 1 de abril de 2025.
- **Fecha límite para recepción de candidaturas:** las candidaturas deberán ser remitidas a Laura Buezas al correo electrónico proyectos2025@ac-vallejerte.es antes del día 30 de abril de 2025 incluido.
- **Resolución fase de selección:** las candidaturas serán evaluadas según los criterios establecidos, y se comunicará el resultado a los participantes el día 5 de mayo de 2025.
- **Apertura del proceso de adjudicación:** el día 5 de mayo de 2025.
- **Presentación de propuestas:** las agencias tendrán un plazo de dos semanas, desde el envío del briefing, para la entrega de sus propuestas hasta el día 19 de mayo de 2025 incluido.
- **Resolución de adjudicación:** la entidad proponente comunicará la adjudicación definitiva a todos los organismos de evaluación participantes el día 19 de mayo de 2025.

5.- CONDICIONES DE LICITACIÓN

1. El fin de este concurso es la solicitud de un programa de promoción con cofinanciación europea. El plazo previsto por la convocatoria europea implica que no será posible una respuesta firme y definitiva antes del 19 de mayo de 2025.
2. La agencia – organismo de evaluación - seleccionada se compromete a mantener la validez de su oferta hasta esa fecha y no será posible firmar un contrato antes de esa fecha. Si no se garantiza la financiación de la Unión Europea, se declarará nulo el concurso.
3. Este ejercicio de licitación no es remunerado: no se proporciona compensación financiera a los solicitantes cuyas ofertas no tengan éxito.
4. Toda información remitida a los solicitantes seleccionados debe ser tratada como estrictamente confidencial y debido a la naturaleza institucional de los datos no pueden ser utilizados para otros clientes.
5. Los candidatos seleccionados deben presentar recomendaciones detalladas en el proyecto a presentar.
6. La propuesta de la agencia debe ser presentada en español.

7. Una vez que el trabajo del solicitante seleccionado ha sido acordado y pagado, se convierte en propiedad del licitador sin limitación de tiempo o lugar, y esto incluye el uso para todos los métodos y medios de comunicación.
8. Los gastos no podrán efectuarse hasta que se haya firmado un contrato marco entre el licitador y la agencia ganadora del concurso. La agencia ganadora del concurso deberá firmar un contrato con el licitador.

6.- PROGRAMA APROBADO

A continuación, se adjunta el programa aprobado por el Ministerio.

TECHNICAL DESCRIPTION (PART B)

PROJECT	
Project name:	Fresh European Cherries
Project acronym:	EUCHERRIES
Coordinator contact:	Laura Buezas - Agrupación De Cooperativas Valle Del Jerte

TABLE OF CONTENTS

PROJECT SUMMARY	1
1. RELEVANCE	2
1.1 Background and general objectives	2
1.2 Market analysis and specific project objectives	4
1.3 Complementarity with other actions	19
2. QUALITY	23
2.1 Concept and action strategy	23
2.2 Consortium set-up	29
2.3 Project teams, staff and subcontractors	29
2.4 Consortium management and decision-making	30
2.5 Project management, quality control and monitoring — Evaluation methods and project indicators	31
2.6 Cost effectiveness and financial management	36
2.7 Risk management	37
3. IMPACT	38
3.1 Impact and expected return	38
3.2 Communication, dissemination and visibility	41
3.3 Sustainability and continuation	41
4. WORK PLAN, WORK PACKAGES, ACTIVITIES, RESOURCES AND TIMING	43
4.1 Work plan	43
4.2 Work packages, activities, resources and timing	43
5. OTHER	69
5.1 Ethics	69
5.2 Security	69
6. DECLARATIONS	69
ANNEXES	70

#@APP-FORM-AGRIPSIMPLE@#

#@PRJ-SUM-PS@# [This document is tagged. Do not delete the tags; they are needed for the processing.]

PROJECT SUMMARY

This programme targeted at the markets of Spain, Sweden and Finland aims at increasing the consumption of fresh fruit and vegetables in the internal market in the context of balanced and healthy dietary practices, specifically of fresh cherries, and at enhancing the competitiveness and consumption of the concerned Union agri-food product, raising its profile and increasing its market share. The proposal seeks to approach professionals of the sector (importers, category managers and journalists) and end consumers as main target groups under the perspective of reaching the foreseen goals.

1. RELEVANCE

1.1 Background and general objectives

The “Valle del Jerte” Group of Cooperatives (ACVJ) is an Organization of Fruit and Vegetable Producers, recognized by the Ministry of Agriculture, Fisheries and Food of Spain according to Implementing Regulation (EU) No 543/2011 of the Commission of 7 June 2011. This organization is made up of a total of 15 cooperatives that represent and look after the interests of more than 3.400 small cherry and cherry producers, all of them located in the Valle del Jerte y la Vera region, in the North of Cáceres (Extremadura), Spain. This valley is also known as Valley of the Cherries, because the cherries are the most iconic product of the area, making this rural area an extraordinary place in Spain. The cherry blossom in the Valley is also a stunning natural spectacle where the landscape turns completely white. Following a long history, the cherries are grown in a privileged microclimate among crystal-clear springs and pure air, giving them its unique flavor, its deep red color and its great health benefits. The Group was established as an intercooperative consortium at the beginning of the ‘60s, considering itself a pioneer in agrarian associations within Extremadura. At the end of 1985, it became an Association of Agricultural Producers and, a decade later, an Organization of Fruit and Vegetable Producers. With more than 30 years of history, it is the first and only second-degree cooperative organization that produces, markets and promotes cherries, which makes it a benchmark in the sector in Spain, being a key entity in the fight for the interests of the sector. Furthermore, its export vocation has served to open new markets in recent years, improving the competitiveness of the sector as a whole. It is an entity that is dedicated to the commercialization of all the agricultural products of its member cooperatives and other associated entities such as plums, figs, chestnuts and other small fruits such as blackberries and currants, highlighting cherries and cherry blossoms above all. Currently, the following cooperatives in the sector are members of the Group:

- Cooperativa de Ntra. Sra. del Viso
- Cooperativa San Miguel
- Cooperativa San Roque
- Cooperativa San Lucas
- Cooperativa Stmo. Cristo del Amparo
- Cooperativa Agraria de Navaconcejo
- Cooperativa San José
- Cooperativa Santa Catalina
- Cooperativa San Lorenzo
- Cooperativa Santa Lucía
- Cooperativa Ntra. Sra. de Peñas Albas
- Cooperativa Ntra. Sra. de la Blanca
- Cooperativa San Pablo
- Cooperativa Ntra. Sra. de las Nieves
- Cooperativa Tornavalle

Together, these cooperatives produce approximately 18.000 tons of cherries per year, which represents more than 47% of the Spanish production of this product. The production of the “Valle de Jerte” Group of Cooperatives stands out for its fresh cherries and picota cherries: picota cherry is a variety of PDO cherry, which differs from other varieties of cherries because they come off the tree naturally without the pendulum. The “Picota cherry” variety is certified by a Regulatory Board which assures the origin and authenticity of this cherry variety identified as “Picota del Jerte”. Among the main objectives of the Association:

- Carry out research and analysis activities to adapt products and services to changes in demand.
- Develop production processes in the field and warehouses to safeguard the quality of products, guarantee safety and increase people's response capacity.
- Improve the conditions of workers and human personnel in the sector.
- Carry out promotional activities aiming at increasing the consumption of cherries in the context of healthy and balanced dietary practices
- Adapt facilities by introducing innovations in the agricultural production process.
- Improve the quality system, continually developing new procedures.
- Support the sustainable development of the sector via innovation and research.

Spanish fruit and vegetables sector

The Spanish fruit and vegetable sector is an economic activity with great importance in production, export and agricultural employment. The value of fruit production and vegetables throughout the EU27 in 2022 exceeded €82.880 million, 16% more than the average (2017-2021) continuing with the growth in recent years. Spain with €15.861 million in 2022, represents 19% of the total value of the EU27.

In 2022, Spain produced 96.900 tons of cherries and sour cherries. Of this total, 37.600 tons came from Extremadura, data with which this autonomous community consolidated itself as the leader in the production of these fruits during the year in question.

Altogether, in the Jerte Valley there are more than 1.5 million cherry trees, whose exploitation employs more than 1.200 people during the months that the cherry harvesting campaign lasts, both in direct jobs - at least half of the positions are to work at the foot of the field - as well as indirect - in the distribution and storage of cherries and picota cherries. In addition to these jobs, the Group is made up of a total of 3.400 farmers whose main activity and source of income is the production of cherries and picota cherries.

Products to be promoted

The products to be promoted under this programme are fresh cherries sour. Specifically, the CN code of the products to be promoted is listed below and can be found also in section 1.2 in the market analysis section.

- 08092900 - Fresh cherries sour (excl. sour cherries)

General objectives

The general objectives of this proposal are:

1. to increase the competitiveness and consumption of EU fresh fruit and vegetables by informing consumers about balanced and healthy dietary practices and specifically European cherries, thereby increasing the market share in Spain, Sweden and Finland;
2. to increase the awareness of the benefits of choosing EU products in order to promote a healthy lifestyle;

These objectives are in line with the objectives set by the European Commission in accordance with Regulation (EU) No 1144/2014 of the European Parliament and of the Council. The main objectives are also in line with article 3 of the Regulation as it aims to “highlight the specific features of agricultural production methods in the Union, particularly in terms of food safety, traceability, authenticity, labelling, nutritional and health aspects, animal welfare, respect for the environment and sustainability, and the characteristics of agricultural and food products, particularly in terms of their quality, taste, diversity or traditions”.

Contribution to the environment

In recent years, the cherry sector has made great efforts to minimise its impact on the environment, reducing its use of natural resources, avoiding, as far as possible, the use of pesticides and other chemicals that damage soils and, in general, adapting the production system so that it complies with the new greenhouse gas emission reduction guidelines set by the CAP. In this way, large investments have been made in the sector in two main areas: in research and development and adaptation of production systems, making them more sustainable and efficient, which will allow the cherry industry to maintain or even improve production levels while being more respectful of the environment. This shows the commitment of the sector with the agreements of the Green Pact and with the Agreement of Paris that seek to achieve climate neutrality in 2050.

One of the interesting contributions that the organisation has made has been the digitalization of the field notebook, a practice that had been carried out for generations. This positive change has had a great impact by: decreasing the consumption of paper, improving efficiency in documentation and enhancing the accessibility of information for all. This change has also allowed the organisation to organise exhaustive controls of the agricultural practices of the farmers regarding the use of fertilisers and their phytosanitary treatments, and thus, developing predictive tools that help make more personalised and efficient strategies reducing the carbon footprint of the activity.

Furthermore, the organisation has decided to tackle the use of energy by installing solar panels at the facilities that resulted in a reduction of their dependence on non-renewable energy sources. This action has contributed not only to the reduction of greenhouse gas emissions, but we've been able to promote the use of clean energy sources among our members and in our region.

As part of our ongoing efforts to create a more sustainable environment, we also understood the importance of water as a limited resource and decided to build a water treatment plant at our facilities. This new infrastructure allows us to reuse up to 70% of the water used during our operations, thereby reducing the demand for fresh water. This strategy reflects as well our commitment to the responsible management of the water resources that we have available to us in our extraordinary region.

In addition, it should be mentioned that both the intention of the participating consortium and the project itself is to promote an agricultural product such as cherries from a perspective not only of sustainability but also of correlation with current European legislation on environmental matters and especially with the European Green Deal. In this way, the Project seeks to contribute practically to the strategy "2.1.6. From Farm to Fork: Coming up with a fair,

healthy and environmentally friendly food system." To this end, it seeks to stimulate the consumption of sustainable cherry production, contributing to a healthy and affordable diet for all, through the promotion of its benefits.¹

Thus, through the implementation of this project it is intended to raise awareness about the benefits of European cherries and cherry blossoms in Spain, Sweden and Finland, thus increasing their consumption and, with this, the income of the sector. All this will allow the European cherry industry to make greater investment in R&D&I, further improving production systems, in order to achieve ecological sustainability of the sector.

1.2 Market analysis and specific project objectives

The proposal concerns the promotion of fresh cherries from Spain. The table below shows the detailed product to be promoted with its CN code as follows:

NC Code	Description
08092900	Fresh cherries sour (excl. sour cherries)

The target countries for the promotion of the fresh cherries are: Spain, Sweden and Finland.

The current worldwide fresh fruits and vegetables situation is characterised by the following facts:

- Revenue in the Fresh Fruits market amounts to US\$ 726.20 bn in 2024. The market is expected to grow annually by 6.58% (CAGR 2024-2028).
- In global comparison, most revenue is generated in India (US\$ 116 bn in 2024).
- In relation to total population figures, per person revenues of US\$ 93.71 are generated in 2024.
- In the Fresh Fruits market, volume is expected to amount to 303.70 bn kg by 2028. The Fresh Fruits market is expected to show a volume growth of 4.0% in 2025.
- The average volume per person in the Fresh Fruits market is expected to amount to 34.3kg in 2024².

Cherry production of proponent country: Spain

The European Union is an important producer and consumer of cherries, with Spain being one of the main producing countries along with Poland, Italy and Greece in the first place. Spain is recognized as one of the main exporters of cherries to the EU and at the same time the country with the largest number of consumers of fresh cherries along with Italy. The value of fruit production and vegetables throughout the EU27 in 2022 exceeded €82.880 million, 16% more than the average (2017-2021) continuing with the growth in recent years. Spain with €15.861 million in 2022, represents 19% of the total value of the EU27. In 2022, Spain produced 96.900 tons of cherries and sour cherries. Of this total, 37.600 tons came from Extremadura, a figure that consolidates this autonomous community as the leader in the production of these fruits during the aforementioned year.³ However, according to the forecast, the 2023/24 season expects a 21% decrease in total cherry production due to adverse weather conditions (frost and heavy rains) which have already partially affected flowering and fruit set in several countries. Spanish cherry production in the 2023 campaign amounted to about 108.000 tons according to MAPA data. And in the Jerte Valley, in Extremadura, a loss of 60% in productive volume was recorded due to the intense rains of May.⁴ In this case, Spain, despite an increase in cultivated areas, expects a 7% reduction in production due to damage caused by heavy rain. Thus, this environmental issue paired with the high prices and inflation rates related to the Ukraine conflict, could lead to significant impacts on consumption and trade in the cherry sector. Nevertheless, if taken into account longer-term forecasts (2024-2028), the Spanish cherry production is expected to reach 128.470 metric tons by 2026, a 1.2% year-on-year average rate increase. Since 1966, Spanish supply has grown at an average rate of 3.5% year-on-year.⁵ Also, the sour cherries harvested production is expected to grow 0.62 thousand tons in 2024, 0.64 in 2025, 0.67 in 2026, 0.69 in 2027 and 0.71 in 2028 (see the graph below).⁶

¹ https://eur-lex.europa.eu/resource.html?uri=cellar:b828d165-1c22-11ea-8c1f-01aa75ed71a1.0004.02/DOC_1&format=PDF

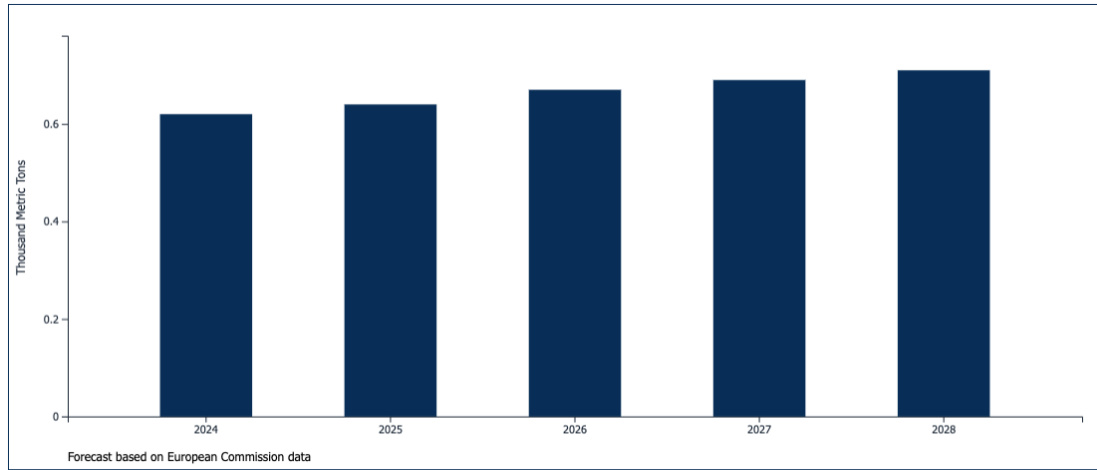
² <https://www.statista.com/outlook/cmo/food/fruits-nuts/fresh-fruits/worldwide>

³ <https://es.statista.com/estadisticas/504518/producciones-de-cerreas-y-guindas-en-espana-por-comunidad-autonoma/>

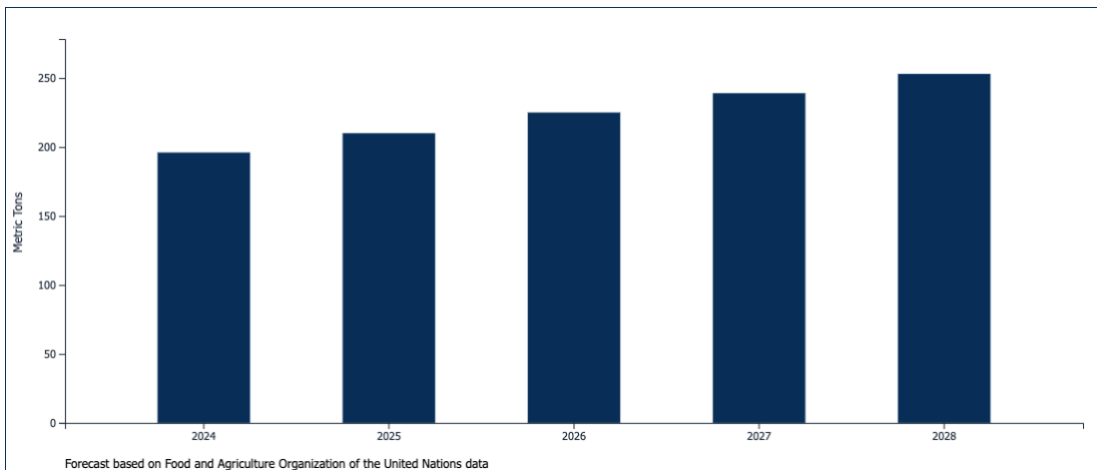
⁴ <https://smartcherry.world/countries/spain/cherry-blossoms-earley-some-places-spain/>

⁵ <https://www.reportlinker.com/clp/country/3102/726363>

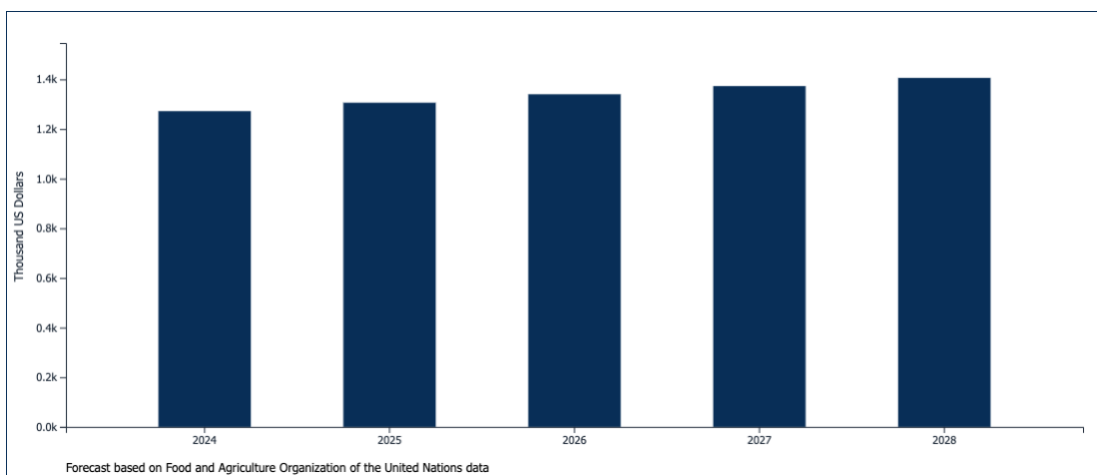
⁶ <https://www.reportlinker.com/dataset/09d9ee0c4c23bec00db30c4068a2db244cc0c4b8>



As for the target countries of Sweden and Finland, the longer-term forecasts record a positive trend in the imports of fresh cherries sour from Spain. Indeed, in 2024 cherries imported from Spain by Sweden are expected to be 196 tons, growing at 210 tons in 2025, 225 tons in 2026, 239 tons in 2027 and 253 in 2028 (see the graph below).⁷



The longer-term forecasts for cherries imported from Spain by Finland are also expected to grow in thousands of US dollars as follows: 1.272K in 2024, 1.306K in 2025, 1.34K in 2026, 1.373K in 2027, 1.406K in 2028 (see graph below).⁸



Therefore, the proposing organisation plays a major role in the European fresh fruits and vegetable sector. For the promotion of cherries in the target countries of Spain, Sweden and Finland, the ACVJ's role is crucial in order to

⁷ <https://www.reportlinker.com/dataset/8504c9fe8b99f98f45435553a8335960adf7e38f>

⁸ <https://www.reportlinker.com/dataset/1ac018a467b208b0916b587044f74086c37e5f8d>

increase their consumption, surpass the positive forecasts and increase the general awareness of the consumers regarding both the benefits of including fresh fruits in the daily diet as a healthy choice and choosing EU products as warranty of quality and sustainability.

1.2.1 General data of the target countries

1.2.1.1 Macroeconomic data of the target countries

	Spain	Sweden	Finland
Population (millions in 2023)	48.592	10.521	5.563
Surface (sq. km)	505.970	528.861	338.460
GDP (2023, in millions €)	1.461	548.373	277.625
GDP per capita (2023, in €)	30.320	52.040	49.700
GDP growth (annual %) (2022; 2021; 2020)	2,5; 5,8; 6,4	-0,2; 2,7; 6,1	-1; 1,3; 2,8
Currency	Euro (€)	Euro (€)	Euro (€)
Agriculture value added (% of GDP) (% in 2022)	2,3	1,5	2,3

Source: DatosMacro

As for Spain, it is considered to be the 14th largest economy in the world by GDP. In 2023, exports in Spain fell by 0.85% compared to the previous year. Foreign sales represent 26.78% of its GDP. With a figure of 391.540 million euros, Spain occupies a relevant place in the ranking of countries by export volume. Spanish exports are primarily destined for France, Germany and Italy, which account for 16.24%, 10.44% and 8.62% of the country's total exports, respectively. The Swedish economy ranks 25th in the world in 2023 by GDP. The absolute value of GDP in Sweden fell by €13.412 million compared to 2022. In 2023, exports in Sweden fell by 2.53% compared to the previous year. Sales abroad represent 33.39% of its GDP, which is why it is in 68th place out of 191 countries in the ranking of exports with respect to GDP. With a figure of 183.084,4 million euros, Sweden occupies 33rd place in the ranking of countries according to the amount of its exports. Swedish exports are primarily destined for Norway, Germany and the United States, which account for 10.79%, 10.49% and 8.45% of the country's total exports, respectively.⁹ As for Finland, it is considered to be the 48th economy in the world by GDP. The absolute value of GDP in Finland grew by €9.938 million compared to 2022. In 2023, exports in Finland fell by 6.83% compared to the previous year. Sales abroad represent 27.48% of its GDP, which made Finland the 83rd country in the world in the ranking of exports with respect to GDP. With a figure of 76.290,2 million euros, Finland occupies 42nd place in the ranking of countries according to the amount of its exports. Destination countries for Finnish exports are primarily Germany, Sweden and the United States, which account for 13.19%, 10.04% and 6.86% of the country's total exports, respectively.¹⁰

1.2.1.2 Exports of the targeted product from the EU to the target countries

Next, an analysis of the exports of the product to be promoted to the target countries by the EU member state will be carried out. This analysis will serve as a basis both for the determination of threats from competitors from third countries and for estimating the European dimension of the project (explained in section 1.3)

Fresh cherries sour (CN 08092900) EU Exports to target countries (in thousand Euros)

Year/Country	2019	2020	2021	2022	2023		Var % 23-22	Var % 23-19
Spain	2.608	4.738	2.217	8.088	10.099	↑	0,25	↑ 2,87
Sweden	5.613	7.437	5.737	7.761	7.795		0,00	↑ 0,39
Finland	3.489	2.721	3.435	2.505	3.212	↑	0,28	↓ -0,08
Total	11.71	14.896	11.389	18.354	21.106		0	↑ 1

Source: ITC calculations based on UNCOMTRADE statistics

Fresh cherries sour (CN 08092900) EU Exports to target countries (in tons)

⁹ DatosMacro

¹⁰ DatosMacro

Year/ Country	2019	2020	2021	2022	2023		Var % 23-22	Var % 23-19
Spain	1.214	1.387	693	2.904	2.713	↑	0,07	↑ 1,23
Sweden	1.790	2.130	1.733	2.095	1.780	↑	0,15	0,00
Finland	516	632	801	559	622	↑	0,11	↑ 0,20
Total	3.520	4.149	3.227	5.558	5.115		0	0

Source: ITC calculations based on UNCOMTRADE statistics

These export graphs show that Spain is the country that imported the largest quantities (2.713 tons in 2023) and the highest values (10 million euros in 2023) to the other member states¹¹. As for Sweden and Finland, their import data from EU member states are somewhat lower, but also significant for Sweden, registering 1.780 and 622 tons respectively in 2023 (with a total value of 7.7 and 3.2 million euros respectively).¹²

1.2.2 SPAIN: Offer

1.2.2.1 Market structure and competitors

Fresh cherries sour (CN 08092900 import data from Spain (in thousand Euros)

Year/CN Code	2019	2020	2021	2022	2023		Var % 23-22	Var % 23-19
CN 08092900	9.023	14.633	12.527	18.938	24.771	↑	0,30	↑ 1,74

Source: ITC calculations based on UNCOMTRADE statistics

Fresh cherries sour (CN 08092900) import data from Spain (in tons)

Year/CN Code	2019	2020	2021	2022	2023		Var % 23-22	Var % 23-19
CN 08092900	2.293	3.289	2.284	4.354	5.324	↑	0,22	↑ 1,32

Source: ITC calculations based on UNCOMTRADE statistics

Regarding Spain's total imports of fresh cherries, the official data show a slight increase in quantity, with 5.324 tons imported in 2023 compared to 4.354 tons imported in 2022 and an increase in value with its 24 million euros compared to the value of the previous year (18). This is reflected in a positive variation of 0.22% in quantity and a positive variation of 0.30% in value (in 2023) compared to the 2022¹³.

Fresh cherries sour (CN 08092900) main exports to Spain in 2023

CN Code	EU Operators	Value in tons	Third countries operators	Value in tons
CN 08092900	Greece	1.052	Turkey	762
	Croatia	459	Chile	720
	Netherlands	396	Argentina	541

Source: ITC calculations based on UNCOMTRADE statistics

The main European export markets for cherries to Spain are Greece, Croatia and Netherlands with 1.052, 459 and 396 tons respectively. As for the main exporters from third countries Turkey, Chile and Argentina stand out with 762, 720 and 541 tons respectively. In summary, the main import markets for fresh cherries in Spain are European countries, mainly Greece (19% market share), Croatia (8.6% market share) and Netherlands (7.4% market share). On the other hand, third countries import markets have a higher market share, among them Turkey (14% market share) Chile (13% market share) and Argentina (10% market share). When it comes to Third Countries Operators, EU producers have to consider some factors: for Turkey, for example, which is a nearby-supplier, there is a competition in terms of prices and also Turkey's export to Europe is the most diversified of all developing countries, as it exports a large variety of different fruit and vegetables.¹⁴ Chile exports a variety of fruits to Spain and Chilean fruit growers are skilled and efficiently manage fresh fruit production. Argentina's strategic geographical location makes it an ideal exporter of counter-seasonal fruits to complement Spanish growers. Similar to Spain, Argentina boasts extensive experience in the FFV sector and competition from Spanish growers elevates demand for Argentine supply, particularly during short supply windows or when issues arise in the Spanish season¹⁵. However, the competitive advantage for Spain lies in the primary challenge of Third Countries Operators of the certified quality of both products and supply chain and the geographical distance from the Spanish market, leading to slower delivery times, increased shipping expenses, and compromised shelf life of the fruits.¹⁶ In Spain, emphasis is placed on taste, highlighting the importance of good internal quality in fruits. Southern Europe, particularly Spain, sets high standards

¹¹ ITC calculations based on UNCOMTRADE statistics

¹² ITC calculations based on UNCOMTRADE statistics

¹³ ITC calculations based on UNCOMTRADE statistics

¹⁴ <https://www.cbi.eu/market-information/fresh-fruit-vegetables/what-demand>

¹⁵ <https://www.cbi.eu/market-information/fresh-fruit-vegetables/spain/market-entry>

¹⁶ <https://www.cbi.eu/market-information/fresh-fruit-vegetables/spain/market-entry>

for taste and consumer satisfaction, especially for fruits that are commonly enjoyed in the region. Consumers in Spain typically prefer to eat fruits in their respective seasons, recognizing that they have superior flavor when locally sourced. Imported fruits are expected to meet the same standards of sweetness and quality as local produce, but when the quality of imported fruits falls short, consumers opt not to purchase them or seek out locally available options. Specifically, in the case of this programme, the Jerte cherries are cultivated in an artisanal way, a natural crop, whose traditional collection and treatment multiplies their properties, which means they reach the market at the optimal time for consumption. These are fruits rich in flavonoids, trace elements and vitamins, they grow between mountains, watered by streams of crystalline water and are collected by hand in chestnut baskets. In addition, the Jerte cherries can be distinguished by their flavor, which is why this product holds a competitive advantage over the same product from other suppliers in Third Countries.

1.2.2.2 Export of fresh cherries from target countries to Spain

In the case of Spain, the target countries (excluding Spain itself) don't have a market share in exports of fresh cherries to this market.

1.2.2.3 Market access and distribution channels: logistical challenges

Supply chains have been changing as the market evolves and technology emerges. However, in the fruits and vegetables sector, unlike in other sectors, merchandise faces various obstacles from the moment it is harvested in the field until it reaches the consumer, such as temperature or the need to maintain product quality. This issue poses a significant challenge for the supply chain, which is why an alliance between companies, retailers and emerging channels, encompassing importers, procurement centers, and agricultural collectives, is strategic in order to improve the whole process.¹⁷ The integration of Spain's import and export channels is not consistently seamless. Export enterprises predominantly concentrate on disseminating Spanish fruits and vegetables, whereas import activities often operate independently, primarily catering to the Spanish market's demand for tropical and off-season products. The evolution of the supply chain for the large distribution of fresh fruit and vegetables is proven for example by Socomo (Carrefour) and the Valencia Trade Office of the Metro Group, who source fruits not only from Spanish growers but also import fresh fruits from global sources. Another emerging channel in Spain, albeit less conventional, involves large-scale growers, cooperatives, and distributors traditionally focused on Spanish products. The fresh produce industry in Europe is experiencing increased integration, and Spain is no exception. Regarding fruit companies in Spain they are very much tied with the production and distribution of fresh fruits and vegetables across the country. Cooperative frameworks have played a pivotal role in fostering the emergence of major fresh fruits and vegetables products distributors, exemplified by entities like Anecoop and the Cooperativa Agraria y Ganadera San Isidro (CASI). The robust organizational structures of these cooperatives serve as a conduit for Spanish growers to effectively market their products. While the primary focus of most growers and local distributors remains on domestic production, there's a trend towards greater integration between local production and international trade. This shift is partly driven by the need to meet the demand in foreign markets that Spain actively serves.¹⁸ The Spanish market for fresh fruit and vegetables encompasses a blend of traditional and contemporary avenues. While a significant portion of the sector adheres to conventional trading methods, the trajectory leans towards supermarkets as the driving force. Supermarkets are gaining ground, particularly among younger demographics who favor their convenience for fresh produce shopping. Mercadona stands as Spain's leading supermarket, commanding a 25.8% market share, closely followed by Lidl, both exerting a growing influence in the country's food retail landscape. Recent studies highlight that hypermarkets and supermarkets offer the most economical fruit options in Spain, while street markets showcase premium-priced produce boasting superior flavor and appearance. In Madrid, Ahorramás emerges as the top choice for fruit purchases, followed by Aldi and MAS, despite not ranking among the highest market share holders nationally. Traditional and specialized retailers still hold significance in Spain's market, albeit facing a decline in share to modern supermarket chains. In 2018, specialized outlets accounted for 33.4% of fresh fruit sales, compared to the combined 51.8% share held by hypermarkets and supermarkets. This shift is relatively recent, as just a few years ago, traditional stores dominated the landscape.¹⁹

1.2.3 SPAIN: Demand

1.2.3.1 Quantitative analysis

In Spain, household consumption of fresh fruits and vegetables, especially up to November 2023, totaled 6.319 billion kilograms, indicating a marginal 1.3% decrease compared to the corresponding period in 2022. This equates to an annual per capita consumption of 145 kilograms showing a decline from 150 kilograms during the corresponding period in 2022. Expenditure during this timeframe totaled 12.815 billion euros, indicating a 6.4% increase compared to the same period in 2022. Out of this amount, 6.964 billion euros were allocated to fruits (a 3.6% rise).²⁰ In particular, as shown by the tables below, regarding the consumption of stone fruits at the beginning of the 2023 season (Jan-

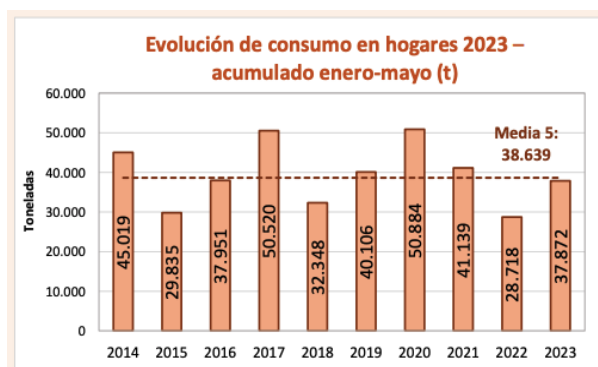
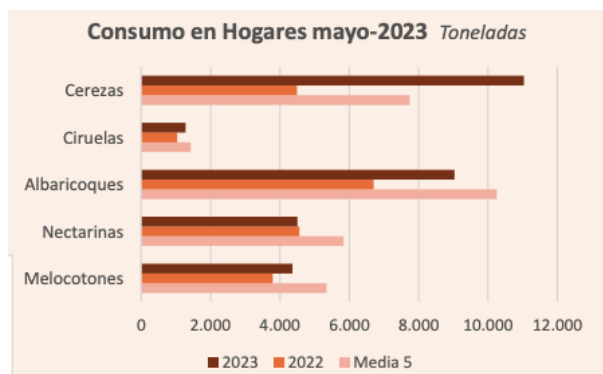
¹⁷ <https://www.diarioelcanal.com/sector-hortofruticola-en-espana/>

¹⁸ <https://www.cbi.eu/market-information/fresh-fruit-vegetables/spain/market-entry>

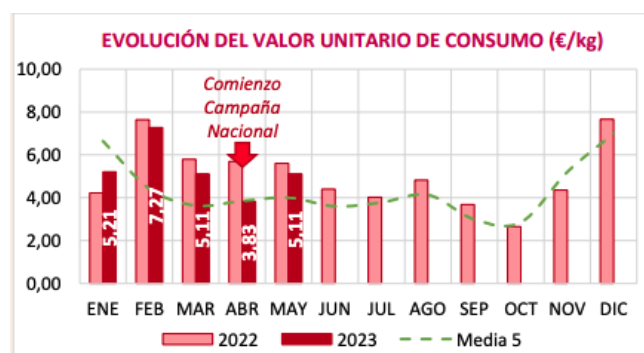
¹⁹ <https://www.cbi.eu/market-information/fresh-fruit-vegetables/spain/market-entry>

²⁰ <https://www.fructidor.com/newsdetail.aspx?idn=67935#:~:text=During%20the%20January%20to%20November,the%20same%20period%20in%202022.>

May 23), consumption has recovered compared to 2022, when consumption fell to a minimum due to the lack of domestic production. Consumption of stone fruits amounted to 37.872 tons in 2023, compared to 28.718 tons of 2022 and specifically the consumption of cherries only in the month of May 2023, increased in volumes by more than 50% compared to 2022 and almost by 3% compared to the average.²¹



As highlighted in the figure below, the unit value of consumption (€/kg) of cherries in Spain in May 2023 was 5.11 (slightly decreased compared to the value of May 2022 due to increased supply).²²



The retail price range in Euro for cherries varies between 7.56 € and 13.61 € per kilogram or between 3.43 € and 6.17 € per kilogram in Madrid and Barcelona. The export price per kilogram of cherries from Spain has been relatively stable over the last five years as highlighted in the table below, going from 2.15 € in 2018, increasing up to 3.19 in 2019 and being stable for 2020 and 2021 (3.26). Data for 2022 shows that the export price per kilogram of cherries from Spain was 3.39 €. Based on the current trend, it is predicted that the export price per kilogram of cherries from Spain will be around 3.48 € in 2023 and 3.57 € in 2024.²³

Export values of fresh cherries (price €/kg)

Country	2018	2019	2020	2021	2022
Spain	2.15	3.19	3.26	3.26	3.39

In Spain, prices for fruits and vegetables tend to be relatively steady and comparable to the average prices across Europe and Spain commands lower prices than other EU markets such as Germany, France and Italy. The stability of fresh fruit and vegetable prices in Spain is expected to persist. The establishment of new, large distribution centers will enhance supply chain efficiency, potentially leading to price reductions. However, the increasing demands of major retail chains and higher imports of tropical fruits and vegetables may elevate average prices. Annual yields in Spain continue to significantly influence weekly prices for fruits and vegetables, not only within Spain but also across Europe. Prices typically decline during peak seasons due to ample availability.²⁴

1.2.3.2 Qualitative analysis

²¹ https://www.mapa.gob.es/es/agricultura/temas/producciones-agricolas/4_2023boletinfrutadehueso202328deagosto_tcm30-659310.pdf

²² https://www.mapa.gob.es/es/agricultura/temas/producciones-agricolas/4_2023boletinfrutadehueso202328deagosto_tcm30-659310.pdf

²³ <https://www.selinawamucii.com/insights/prices/spain/cherries/#:~:text=Based%20on%20the%20current%20trend,3.85%20US%20dollars%20in%202024.>

²⁴ <https://www.cbi.eu/market-information/fresh-fruit-vegetables/spain/market-entry>

The Spanish population age on average is 39 years old. The population is segmented in: 11.8% under 13 years old, 67.5% 13-65 years old and 20.7% is over 65 years old (Data Reportal, 2022). On average, households are made up of 2.5 people in 2020 (Instituto Nacional de Estadística). As a result of the economic crisis and the level of unemployment, price has become one of the main purchase drivers along with easy payment methods, promotions and effective customer service, thus leading the Spanish consumer to constantly look for bargains and not being much loyal to brands. On average, the Spanish shops 2 to 3 times a week. When it comes to household expenditures, Spanish consumers spend around 328 euros a month on food (Mordor Intelligence, 2020), preferring national products inspired by Spanish culture over imported ones. Also, responsible consumption is developing in Spain as a greater portion of the population is now looking for products with high standards of quality and traceability.²⁵ Big retail chains remain the Spanish favourite place to go shopping²⁶, even if after the Covid-19 situation the e-commerce market is also booming (e-commerce market value in 2021 was estimated at 27 billion US \$)²⁷. In general, young adults in Spain (aged 18-45) demonstrate healthy habits, though there's room for improvement in certain nutritional aspects. Their weekly physical activity aligns with the World Health Organization's recommendations. Gender differences aren't pronounced in most dietary habits, but men typically engage in more sports activities. Comparing adults to youngsters (<18 years old), adults generally exhibit better nutritional habits. Overall, the education and purchasing power of the Spanish population play significant roles in shaping their lifestyle habits. Education cultivates knowledge and awareness regarding the importance of maintaining a healthy lifestyle, while purchasing power provides the resources necessary to make such choices. These two factors synergize to influence dietary preferences, levels of physical activity, and overall well-being.²⁸ Latest data on fruit consumption in Spain (Jan-Nov 2023) shows that around 3.415 billion kg of fresh fruits were consumed in Spanish homes, slightly decreasing from the volume of consumption recorded the previous year.²⁹

1.2.3.3 SWOT Analysis of target countries: Spain

	Strengths	Weaknesses
Internal factors (Applicant)	<p>TRADE</p> <ul style="list-style-type: none"> It is the largest country in terms of number of consumers of fresh cherries. Positive trend forecasts for the production of cherry in the longer-term. In Spain, prices for fruits tend to be relatively steady and comparable to the average prices across EU. Spain is a country with good access by road, seaports and airports, so distribution can be carried out efficiently <p>EU DIMENSION</p> <p>Spain is one of the main fruit producers and cherry producers in the EU.</p> <ul style="list-style-type: none"> Spain commands lower prices than other EU markets. <p>COMMUNICATION & OTHERS</p> <ul style="list-style-type: none"> The Mediterranean diet is part of the culture, this diet includes all range of products of the food pyramid with a special emphasis on fruits and vegetables and it is very solid as a sign of identity. 	<p>TRADE</p> <ul style="list-style-type: none"> Slight decrease of consumption of fruit and vegetables. Increasing demands of major retail chains and higher imports of tropical fruits and vegetables may elevate average prices. <p>EU DIMENSION</p> <ul style="list-style-type: none"> Geopolitics and nationalism (Brexit, Ukraine war, post-pandemic situation) have impacted the trade and the consumption trends of fresh fruit and vegetables. <p>COMMUNICATION & OTHERS</p> <ul style="list-style-type: none"> Young people have low awareness of healthy dietary habits.
	Opportunities	Threats
External factors	TRADE	TRADE

²⁵ <https://santandertrade.com/en/portal/analyse-markets/spain/reaching-the-consumers>

²⁶ <https://www.statista.com/topics/7631/consumption-habits-and-purchasing-behavior-in-spain/#topicOverview>

²⁷ <https://santandertrade.com/en/portal/analyse-markets/spain/reaching-the-consumers>

²⁸ <https://www.mdpi.com/2304-8158/12/18/3409>

²⁹ <https://www.fructidor.com/newsdetail.aspx?idn=67935>

(External Environment)	<ul style="list-style-type: none"> Large-scale growers, cooperatives, and distributors traditionally focused on Spanish products are increasingly integrating. <p>EU DIMENSION</p> <ul style="list-style-type: none"> Vegan diets are coming to Spain from Northern European countries as a trend. <p>COMMUNICATION & OTHERS</p> <ul style="list-style-type: none"> Spanish consumers pay more attention to freshness and quality as common characteristics for local and seasonal purchases. Seasonal eating and local sourcing are becoming the main drivers for Spanish people when shopping at groceries. New consumers habits: growing interest in healthy and sustainable consumption supports vegetable consumption growth. 	<ul style="list-style-type: none"> Adverse climatic conditions: the drought that impacted Spain in 2022 and continued in 2023 has been a determining factor. Unusual temperatures in autumn or winter contributed to a decline in production. This situation has led to a significant reduction in crops which anticipates a shortage of local products. Inflation: high-value products will suffer more than less expensive types of fruit and vegetables. <p>EU DIMENSION</p> <ul style="list-style-type: none"> Unfair competition with imported products from Third Countries Operators (cheaper products not subjected to the EU standards and regulations). <p>COMMUNICATION & OTHERS</p> <ul style="list-style-type: none"> Supply chain challenges due to globalisation and the booming of e-commerce: finding suitable logistics partners, reducing the environmental impact of operations and maintaining product quality throughout the logistics process.
------------------------	---	---

1.2.4 SWEDEN: Offer

1.2.4.1 Market structures and competitors

Fresh cherries sour (CN 08092900) import data from Sweden (in thousand Euros)

Year/ CN Code	2019	2020	2021	2022	2023	Var % 23-22	Var % 23-19
CN 08092900	8.547	10.837	9.078	9.785	9.542	↓ -0,02	↑ 0,11

Source: ITC calculations based on UNCOMTRADE statistics

Fresh cherries sour (CN 08092900) import data from Sweden (intons)

Year/ CN Code	2019	2020	2021	2022	2023	Var % 23-22	Var % 23-19
CN 08092900	2.827	3.231	2.766	2.945	2.263	↓ -0,23	↓ -0,19

Source: ITC calculations based on UNCOMTRADE statistics

Sweden imports of fresh cherries in 2023 amounted to 2.2 tons with a value of 9 million euros, showing a decrease of 0.02% compared to the quantity imported in 2022 (2.9 tons with a value of 9 million euros).

Fresh cherries sour (CN 08092900) main exports to Sweden in 2023

CN Code	EU Operators	Value in tons	Third countries operators	Value in tons
CN 08092900	Germany	663	Turkey	481
	Denmark	450	Jordan	1
	Spain	420	Serbia	n/a ³¹

Source: ITC calculations based on UNCOMTRADE statistics

The main European exporters of fresh cherries to Sweden in 2023 are Germany with 663 tons, Denmark with 450 tons and Spain with 420 tons. If we examine the import figures for Sweden from third countries in 2023, we highlight Turkey with 481 tons and Jordan with only 1 ton and in 2022 in the third place there is Serbia with 10 tons. In terms of market share, the European markets (Germany, Denmark and Spain with 29.2%, 19.8% and 18.5% market share respectively) stand out over the main international competitors of Jordan and Serbia (0.04% market share and 0%)

with the exception of Turkey (21.2% market share) that proves to be a challenging competitor for the European Operators.³⁰

1.2.4.2 Export of fresh cherries from target countries to Sweden

On the Swedish market, fresh cherries exports by the target countries are not very significant, as can be seen in the following graphs.

Fresh cherries sour (CN 08092900) export data of target countries to Sweden (in thousand Euros)

Country/Year	2019	2020	2021	2022	2023
Spain	0	0	0	0	0
Finland	364	122	128	75	28
Total	364	122	128	75	28

Source: ITC calculations based on UNCOMTRADE statistics

Fresh cherries sour (CN 08092900) export data of target countries to Sweden (in tons)

Country/Year	2019	2020	2021	2022	2023
Spain	0	0	0	0	0
Finland	98	37	37	18	5
Total	98	37	37	18	5

Source: ITC calculations based on UNCOMTRADE statistics

Exports from the proposing countries exported only a total of 5 tons of fresh cherries to the Swedish market in 2023, with an economic value of 28 million euros but noticing that Spain's values amount to 0 and proving the existence of room for investments in the promotion and trade of this product.³¹

1.2.4.3 Market access and distribution channels: logistical challenges

In the realm of large distribution chains, Sweden operates within an oligopoly, with four chains controlling over 85.2% of the retail food market. Therefore, gaining access to these chains, either through direct purchases or via importers, is crucial for market entry, which is facilitated by the absence of significant barriers for Spanish fresh produce to be traded within the EU³². The distribution of consumer goods in Sweden is highly organised, with supermarkets dominating the grocery market in terms of value. They are typically located in city centres or suburbs, while hypermarkets and discounters are found outside urban areas. Hypermarkets cater more to families but have slower performance compared to supermarkets. Smaller formats like convenience stores struggle with high prices, but benefit from busy lifestyles and convenient locations in city centres and villages. Discounters are gaining popularity among price-sensitive consumers, competing directly with supermarkets and hypermarkets. The majority of food products consumed in Sweden are purchased at grocery stores. The retail channel in Sweden has a significant weight in the market, representing 66.3% of the total food consumption in 2018 and with more than 6.700 points of sale throughout the country. On the other hand, the remaining 33.7% corresponds to the HORECA sector. Three large chains dominate the market, these are: ICA Sveridge AB with 52% market share in 2020, Axfood AB with 20% market share and COOP Sveridge AB with 20% market share, Bergendhals group with 5.3% market share in 2019 and Lidl with 5.1% market share in 2019.³³ Lastly, recent data shows interesting facts regarding buying options preferred in Sweden: Millennials are the most eager to buy their groceries online. According to a survey carried out in the second quarter of 2023, 34% of consumers in the country (27 - 42 years old) bought groceries via the internet and nearly 30% of consumers belonging to Gen X and Gen Z followed, as they purchased groceries online on a monthly basis.³⁴

1.2.5 SWEDEN: Demand

1.2.5.1 Quantitative analysis

Consumption per capita of fresh cherries and other stone fruits in Sweden experienced fluctuations between 2010 and 2021. Latest data of 2021 highlights that this value was 2.3 kg per capita.³⁵ Results of a survey on "Regularly consumed groceries" in Sweden shows "fruit and vegetables" and "pasta" were the 2 top answers of Swedish consumers.³⁶ In general, fruits and vegetables prices in Sweden are quite stable, however there is an increase of prices usually at the end of the year and at the beginning of spring. Sweden is one of the EU countries with the highest prices for fresh fruits and vegetables, the retail price range in Swedish Krona for cherries is between SEK 114.68 (9.88 €) and SEK 208.60 (17.97 €) per kilogram or between SEK 52.01 (4.48 €) and SEK 94.60 (8.15 €) per pound in Stockholm and Gothenburg, taking in consideration that prices of a product sold in a supermarket line may vary locally within the same city, reaching up to 20% difference between a supermarket located in the city centre and another one in a peripheral area.³⁷

³⁰ ITC calculations based on UNCOMTRADE statistics

³¹ ITC calculations based on UNCOMTRADE statistics

³² ICEX Estudio de Mercado 2020 <https://www.icex.es/content/dam/es/icex/oficinas/046/documentos/2020/03/documentos-anexos/DOC2020848844.pdf>

³³ <https://www.lloydsbanktrade.com/en/market-potential/sweden/distribution>

³⁴ <https://www.statista.com/statistics/1307062/online-grocery-shoppers-by-generation-sweden/>

³⁵ <https://www.statista.com/statistics/561047/per-capita-consumption-of-fresh-cherries-peaches-plums-in-sweden/>

³⁶ <https://www.statista.com/forecasts/826572/regularly-consumed-groceries-in-sweden>

³⁷ ICEX Estudio de Mercado 2020 <https://www.icex.es/content/dam/es/icex/oficinas/046/documentos/2020/03/documentos-anexos/DOC2020848844.pdf>

1.2.5.2 Qualitative analysis

With a population of 10.612.086 inhabitants (2023), the Swedish market is comparatively small. However, it stands out for its generally high purchasing power compared to other European markets. Despite this, Swedish consumers are discerning when it comes to product selection and pricing, showing careful consideration for both aspects when filling their shopping carts. Despite recent increases in local production, Sweden relies heavily on imports to meet its domestic demand for food, particularly for fruits and vegetables. Many of these imports include products that cannot be grown locally, such as certain vegetables, fruits, and seasonal items. Spain holds the largest market share as a fruit supplier to Sweden but it's the third country after Germany and Denmark as main supplier of fresh cherries. The demand is primarily channelled through large-scale distribution and the HORECA channel, encompassing hotels, restaurants, and public administration canteens, where there's a clear emphasis on increasing consumption of fruits and vegetables. In general, Swedish consumers show a strong interest in international gastronomy and products, evident from the wide array of imported goods available in retail stores, numerous international restaurants, and dedicated gastronomic magazines. Spanish food products, particularly fruits and vegetables, hold a favourable reputation in Sweden. The growing focus on healthier lifestyles, including increased consumption of vegan and vegetarian options, further boosts the demand for fruits and vegetables. This rising consumer interest, coupled with initiatives promoting greater consumption of these products, sets positive expectations for sector growth. Specific business niches, such as organic products, tropical fruits, and forest fruits, present opportunities for Spanish companies eyeing the Swedish market. The burgeoning popularity of Mediterranean, especially Spanish, cuisine also drives interest in Spanish-origin products. Both consumers and distributors perceive Spanish products as high-quality, and Spanish suppliers enjoy a positive reputation for efficient and quality commercial relationships. However, transportation poses a significant challenge, particularly for fresh products. Swedish consumers prioritise reducing CO2 emissions from transportation, which favours products from closer destinations over those from more distant ones, such as Morocco or South American countries, especially for tropical fruits.³⁸

1.2.5.3 SWOT analysis of target countries: Sweden

	Strengths	Weaknesses
Internal factors (Applicant)	<p>TRADE</p> <ul style="list-style-type: none"> High purchasing power of Swedish consumers compared to other European markets. Opportunities for Spanish companies in specific niches like organic products and tropical fruits. <p>EU DIMENSION</p> <ul style="list-style-type: none"> Strong interest in international gastronomy and products, including Spanish food products. <p>COMMUNICATION & OTHERS</p> <ul style="list-style-type: none"> Favourable reputation of Spanish products for quality and taste. Growing focus on healthier lifestyles, leading to increased consumption of fruits and vegetables. 	<p>TRADE</p> <ul style="list-style-type: none"> Heavy reliance on imports to meet domestic demand for food, including fruits and vegetables. Limited exports of fresh cherries from proposing countries like Spain and Finland. <p>EU DIMENSION</p> <ul style="list-style-type: none"> Transportation challenges, especially for fresh products, due to consumer concerns about CO2 emissions. <p>COMMUNICATION & OTHERS</p> <ul style="list-style-type: none"> Difficult climate conditions that allow to grow only a limited volume of fresh fruits products.
	Opportunities	Threats
External factors (External Environment)	<p>TRADE</p> <ul style="list-style-type: none"> Room for investments in promoting and trading fresh cherries in Sweden, particularly from proposing countries like Spain. <p>EU DIMENSION</p>	<p>TRADE</p> <ul style="list-style-type: none"> Price fluctuations and high prices for fresh fruits and vegetables in Sweden, impacting consumer purchasing decisions.

³⁸ ICEX Estudio de Mercado 2020

<ul style="list-style-type: none"> • Growing popularity of Mediterranean cuisine, creating demand for Spanish-origin products. <p>COMMUNICATION & OTHERS</p> <ul style="list-style-type: none"> • Increasing consumer interest in healthier food options. • Online shopping is the most preferred option chosen by Millennials for purchasing groceries. 	<ul style="list-style-type: none"> • Oligopoly in the distribution sector, requiring strategic partnerships or entry strategies for market access. • Market preferences for locally sourced products and concerns about CO2 emissions could pose challenges for distant suppliers. <p>EU DIMENSION</p> <ul style="list-style-type: none"> • Competition from European and third-country suppliers, particularly Turkey, in the fresh cherries market. <p>COMMUNICATION & OTHERS</p> <ul style="list-style-type: none"> • Sharp rise in energy costs. • Rise in the cost of living.
--	---

1.2.6 FINLAND: Offer

1.2.6.1 Market structure and competitor

Fresh cherries sour (CN 08092900) import data from Finland (in thousand Euros)

Year/ CN Code	2019	2020	2021	2022	2023		Var % 23-22	Var % 23-19
CN 08092900	4.272	3.456	3.902	2.578	3.214	↑	0,24	↓ -0,24

Source: ITC calculations based on UNCOMTRADE statistics

Fresh cherries sour (CN 08092900) import data from Finland (in tons)

Year/ CN Code	2019	2020	2021	2022	2023		Var % 23-22	Var % 23-19
CN 08092900	688	841	932	572	623	↑	0,08	↓ -0,90

Source: ITC calculations based on UNCOMTRADE statistics

Finland imports of fresh cherries in 2023 amounted to 623 tons with a value of 3.2 million euros, showing a slight increase of 0.08% compared to the quantity imported in 2022 (572 tons with a value of 2.5 million euros).

Fresh cherries sour (CN 08092900) main exports to Finland in 2023

CN Code	EU Operators	Value in tons	Third countries operators	Value in tons
CN 08092900	Spain	304	Turkey	8 ⁴⁰
	Netherlands	136	Serbia	2 ⁴¹
	Greece	120	Chile	1 ⁴²

Source: ITC calculations based on UNCOMTRADE statistics

The main European exporters of fresh cherries to Finland in 2023 are Spain with 304 tons, Netherlands with 136 tons and Greece with 120 tons.

If we examine the import figures for Finland from third countries in 2023, the most recent data are from 2022 and highlight Turkey with 8 tons, Serbia with 2 tons and in the third place there is Chile with only 1 ton. In terms of market share, the European markets (Spain, Netherlands and Greece with 48.7%, 21.8% and 19.2% market share respectively) stand out over the main international competitors of Turkey, Serbia and Chile (1.28%, 0.32% and 0.16% market share respectively) with the exception of Turkey (21.2% market share) that proves to be a challenging competitor for the European Operators.³⁹

1.2.6.2 Export of fresh cherries from target countries to Finland

On the Finnish market, the data available for fresh cherries exports in the last 5 years, by the target countries, is 0. The proposing countries did not export fresh cherries to the Finnish market in 2023, proving the existence of room for investments in the promotion and trade of this product.⁴⁰

1.2.6.3 Market access and distribution channels: logistical challenges

³⁹ ITC calculations based on UNCOMTRADE statistics

⁴⁰ ITC calculations based on UNCOMTRADE statistics

In Finland, the grocery retail landscape is dominated by an oligopolistic structure, primarily overseen by two major retail entities that in total hold 82.2% of the market share: S Group and K Group. As of 2022, the S Group commands the largest market share, accounting for around 47% of the Finnish grocery retail sector (Prisma, S market, Alepa, and Sale for a total of 1.037 points of sale). Meanwhile, the K Group, also recognized as Kesko, (K-Citymarket, K-Supermarket, K-Market and Neste K for a total of 1.200 points of sale) holds approximately 35.2% of the market; moreover, Kesko is the most sustainable grocery trade company in Europe and second globally on the 2023 'Global 100 Most Sustainable Corporations in the World' listing issued by the Canadian Corporate Knights. Lidl, a German discount supermarket chain, emerged as the third significant contender in the Finnish grocery sector after entering the market in the early 2000s. By 2022, Lidl had secured close to a tenth of the Finnish grocery retail market.⁴¹ Regarding logistical challenges, the biggest challenge currently facing products and retailers is the new change in shopping habits of users who are starting to make their fruits and vegetables purchases on the internet. Amid the COVID-19 pandemic, Finnish consumers have shown a growing interest in ecologically and domestically sourced food. A May 2020 survey revealed that 40% of respondents expressed a preference for food items originating from Finland. With fewer visits to physical stores being the norm for many, online grocery shopping experienced a nearly twofold increase in Finland during the peak of the coronavirus outbreak in April and May 2020 and the popularity of online grocery shopping is still rising.⁴²

1.2.7 FINLAND: Demand

1.2.7.1 Quantitative analysis

The annual per capita consumption of fresh fruit (other than citrus fruit) increased by over 2 kilograms in Finland from 2012 to 2022. In 2022, the consumption of fresh fruit was measured at 36 kilograms per person.⁴³ Results of a survey on "Regularly consumed groceries" in Finland in 2023 shows "fruit and vegetables", "dairy products" and "bread and bakery products" as the top 3 answers of Finnish consumers (77% equally for each category⁴⁴). In Finland the retail price range in Euro for cherries (2023) is between EUR 4.11 and EUR 7.31 per kilogram or between EUR 1.86 and EUR 3.31 per pound(lb) in Helsinki and Espoo.⁴⁵

1.3.8.2 Qualitative analysis

The overall size of the Finnish domestic market is relatively small and consumers have high expectations in terms of product quality and prices. It has also undergone significant shifts in its dietary and wellness landscape over recent decades. It is a country renowned for its initiatives in public health and for being a leader in health and nutrition advancements. Thus the Finnish nutrition industry has adapted to changing health priorities, increasing consumer consciousness, and market dynamics. Finnish consumers are progressively health-aware, demonstrating a preference for organic, gluten-free, and vegan products. Consequently, businesses are diversifying their offerings to meet this demand. Finnish food and nutrition enterprises adhere to stringent European Union and national regulations. The country also boasts pristine natural resources, including clear waters, clean air, and fertile soil, which contribute to high-quality produce, leading many nutrition businesses to leverage this "clean" and "pure" Finnish origin in their marketing strategies. The dietary supplement market thrives in Finland, with consumers emphasising vitamins, minerals, and wellness products, especially crucial during the dark winter months when vitamin D supplementation is vital. Finland leads in developing and promoting functional foods, offering benefits beyond basic nutrition, such as foods helping to reduce cholesterol levels as cherries. In order to deal with the globalisation challenges, Finnish nutrition businesses leverage the demand for authentic, locally sourced goods. In the realm of digitalization and e-commerce, Finnish companies are expanding their reach both domestically and internationally, particularly evident post-COVID-19. Additionally, Finland prioritises public health education, evident in various campaigns promoting healthy eating habits that influence the products and services of nutrition businesses. Innovation and research thrive in Finland with numerous institutions focused on food science and nutrition collaborating with businesses to drive market innovation, while sustainability remains a key focus for Finnish consumers, driving demand for eco-friendly nutrition products and prompting businesses to adopt sustainable production and packaging methods.⁴⁶

1.3.8.3 SWOT analysis of target countries: Finland

	Strengths	Weaknesses

⁴¹ <https://www.statista.com/topics/4230/grocery-retailers-in-finland/#topicOverview>

⁴² <https://www.statista.com/topics/4230/grocery-retailers-in-finland/#topicOverview>

⁴³ <https://www.statista.com/statistics/760845/annual-per-capita-consumption-of-fresh-fruit-in-finland/>

⁴⁴ <https://www.statista.com/forecasts/826572/regularly-consumed-groceries-in-sweden>

⁴⁵ <https://www.selinawamucii.com/insights/prices/finland/cherries/>

⁴⁶ <https://workfinland.fi/nutrition-business-in-finland/>

Internal factors (Applicant)	<p>TRADE</p> <ul style="list-style-type: none"> • The country fosters innovation and research in food science and nutrition, helping in meeting changing consumer demands. • Finnish businesses are diversifying their offerings to meet the increasing demand for health-conscious products. This includes functional foods as cherries tailored to consumer preferences. <p>EU DIMENSION</p> <ul style="list-style-type: none"> • Finland boasts pristine natural resources contributing to high-quality produce. Promoting Spanish fresh cherries as premium quality fruit aligns with Finnish consumers' expectations for top-notch products. <p>COMMUNICATION & OTHERS</p> <ul style="list-style-type: none"> • Health-Conscious Culture that fosters a market environment where consumers prioritise healthy food options. 	<p>TRADE & EU DIMENSION</p> <ul style="list-style-type: none"> • Finnish consumers have high expectations in terms of product quality and prices. Promoting Spanish cherries might face challenges if perceived as expensive compared to locally available options or other imported fruits. • Reliance on Imports: Finland heavily relies on imports for fruits and vegetables due to climatic limitations. While this presents an opportunity for promoting Spanish cherries, it also exposes the market to supply chain disruptions and fluctuations in international prices. <p>COMMUNICATION & OTHERS N/A</p>
	Opportunities	Threats
External factors (External Environment)	<p>TRADE</p> <ul style="list-style-type: none"> • Digitalization and E-commerce boom offering opportunities for market expansion and reaching new consumer segments. • Growing demand for fresh fruits and vegetables as shown from the increase of per capita consumption of fresh fruits. <p>EU DIMENSION</p> <ul style="list-style-type: none"> • Reliance on Imports for fruits and vegetables due to climatic limitations. <p>COMMUNICATION & OTHERS</p> <ul style="list-style-type: none"> • Digitalization and E-commerce boom offering opportunities for market expansion and reaching new consumer segments. 	<p>TRADE</p> <ul style="list-style-type: none"> • Market Volatility and Inflation: Fluctuations in inflation rates and market volatility can impact consumer purchasing power and preferences. A surge in inflation or economic uncertainty may lead consumers to prioritise lower-priced options over premium imported fruits like Spanish cherries. <p>EU DIMENSION</p> <ul style="list-style-type: none"> • Competition from local suppliers: Finnish consumers express a preference for locally sourced products. Promoting Spanish cherries may face competition from locally grown fruits or other European suppliers, especially if not effectively differentiated in terms of taste, quality, or price. <p>COMMUNICATION & OTHERS</p> <ul style="list-style-type: none"> • Climate change and environmental factors pose risks to agriculture and horticulture in Finland, impacting crop yields and production. Extreme weather events and changing climatic conditions could disrupt supply chains and affect the availability and quality of locally sourced produce.

1.3.9 Challenges to be faced and strategies to be implemented

There are currently 3 main challenges that the fresh fruits industry and in particular the ACVJ have to face:

1. **Environmental Factors:** Adverse weather conditions, such as frost and heavy rains, have led to significant decreases in cherry production in Spain, particularly in regions like the Jerte Valley. These challenges can disrupt supply chains and impact the availability of cherries for export.

2. **Economic Instability:** High prices and inflation rates, influenced by global events such as the Ukraine conflict, pose challenges for both producers and consumers. Economic uncertainties can affect consumer purchasing power and, consequently, cherry consumption.
3. **Competition from Third Countries/Local Suppliers:** Countries like Turkey, Chile, and Argentina or local suppliers in Sweden and Finland pose competition in terms of prices and/or product diversity. Additionally, issues such as slower delivery times and compromised shelf life of fruits from distant suppliers can affect market competitiveness.

The strategies to be implemented in this promotional campaign are the following:

1. **Quality Assurance:** Emphasizing the certified quality of products of EU origin and supply chains is crucial to differentiate Spanish cherries from competitors. Highlighting the unique qualities of Jerte cherries, such as artisanal cultivation methods and superior flavor, can strengthen consumer preference and loyalty.
2. **Promotional Activities:** Launching targeted promotional activities in Spain, Sweden and Finland to increase awareness of Jerte cherries' health benefits and superior taste can stimulate demand. Leveraging digital platforms and e-commerce channels, especially considering the growing trend of online shopping post-COVID-19, can enhance market reach and accessibility.
3. **Consumer Education:** Educating consumers about the seasonal availability and nutritional value of cherries, as well as promoting responsible consumption practices, can foster a deeper appreciation for Spanish cherries. Collaborating with retailers and nutritionists to disseminate information about the benefits of incorporating cherries into a balanced diet can drive long-term consumption habits.

By addressing these challenges proactively and implementing targeted strategies, the promotion of fresh cherries from the Jerte Valley can overcome market obstacles and achieve sustainable growth in Spain, Sweden, and Finland.

Perception of the European product and healthy dietary habits in the target countries

According to Eurobarometer Wave EB97.2⁴⁷ about Food Safety in the EU, 91% of Finnish and 80% of Spaniards and 81% of Swedish respondents consider at a higher rate than the European average (73%) that 'there are regulations in place to make sure that the food you eat is safe'. Also, when it comes to analyse factors influencing food purchasing decisions in our target countries related to the awareness level of the origin of the products, it is shown that both Spanish and Finnish consumers attach importance to the cost of product (63% and 57% of the respondents respectively) while the 55% of Swedish consumers admit that the country of origin is a key factor when buying food. In fact, the increase in the proportion of respondents indicating cost as one of the main factors when buying food takes place amid rising living costs across the EU in the wake of the Covid-19 pandemic and, more recently, Russia's invasion of Ukraine. The annual inflation rate in the EU stood at 7.8% in the EU as a whole in March 2022. Moreover, in 2022, compensation per employee is set to grow below inflation and household disposable income is expected to decrease, thereby resulting in a loss of purchasing power for Europeans. As a whole, older respondents are more likely to consider the importance of the origin of food (51% of those aged 55+ and 36% of those aged 15-24) and food safety (47-48% of those aged 40+ and 39% of those aged 15-24). Also, men are more likely than women to consider taste as an important factor when buying food (55%, compared with 48%), while the reverse is true for nutrient content (39%, compared to 44%). Finally, because this programme is focused on promoting healthy dietary habits along with the increase of market share of the EU product (fresh cherries), according to Eurobarometer, when it comes to risks associated to food and eating, across the EU as a whole, respondents mentioned concerns related to the health impact of food and eating (22%), followed by food contaminants (17%), quality and shelf-life (15%) and additives (12%). Specifically, Spaniards are very much concerned about the health impact of their dietary habits (33%), for Swedish the major concerns are linked to both health impact and contaminants (23%) and for Finnish the major risk associated with food eating comes from the origin (19%). In 21 EU Member States, respondents are most likely to consider eating more fruits and vegetables as an important thing to do for people to have a healthy diet (EU average 61%), this is particularly true for Spanish (70%). 69% of Swedish believe that in order to have a healthy diet it is crucial to eat/drink less sugars and 51% of Finnish agree on both eating more fruits and vegetables as well as eat/drink less sugars as basic conditions to have a healthy diet.

General and specific objectives of the programme

Based on the market analysis developed for this programme in Spain, Sweden and Finland, the current context that the European fresh fruits and vegetables sector is facing is characterised by:

- European consumers are changing their dietary practices and they are increasing their overall consumption of fruits and vegetables as a consequence of being more prone to follow a balanced diet that prioritises both the quality and healthy aspects.

⁴⁷ Eurobarometer EB97.2: [Report on food safety in the EU - March - April 2022](#)

- The interest of consumers in introducing vegetarian options in their dietary habits is skyrocketing, searching for the most natural, tasty, traceable and sustainable sources of nutrition as a way to improve their health and wellbeing.
- The value of fruit production and vegetables throughout the EU27 in 2022 exceeded €82.880 million, 16% more than the average (2017-2021) continuing with the growth in recent years. Spain represents 19% of the total value of the EU27 and particularly focusing on Spanish cherry production this is expected to increase 1.2% annually according to long-term forecasts (2024-2028).
- Market volatility and fluctuations in inflation rates impact consumer purchasing power and preferences for fruits and vegetables, leading to stronger competition with Third Countries Operators/near-by suppliers exporting cheaper products.
- Climate change and environmental factors pose risks to agriculture and horticulture.

Thanks to this thorough market analysis, the objectives of the action have been described following the SMART protocol in terms of concrete and quantified targets. The 2 main general objectives of the campaign are:

- to increase the competitiveness and consumption of EU fresh fruit and vegetables by informing consumers about balanced and healthy dietary practices and specifically European cherries, thereby increasing the market share in Spain, Sweden and Finland.
- to increase the awareness of the benefits of choosing EU products in order to promote a healthy lifestyle.

Our objectives are as follows:

- **Specific:** objectives are precise and clear in order to be accomplished.
- **Measurable:** it should be possible to measure the progress towards the achievement of the objectives based on a pre-defined set of quantifiable indicators.
- **Achievable:** objectives must be attainable with the resources allocated, and within the duration of the planned action.
- **Results-focused:** objectives should focus on outcomes, not on activities.
- **Time-bound:** objectives must have a clear time-frame, a deadline by which they are to be achieved.

SMART topic	Objective 1: To increase the competitiveness and consumption
Specific	This first objective is specifically aimed at increasing the competitiveness and consumption of European fresh fruit and vegetables by informing consumers about balanced and healthy dietary practices and specifically European cherries, thereby increasing their market share in Spain, Sweden and Finland.
Measurable	This objective and the results obtained will be measurable in terms of preference and consumption of Union's cherries for their naturalness, quality and sustainability compared to the same products from third countries.
Achievable	Given the large number of activities to be carried out in the different target markets, the objectives of this programme, and more specifically this objective of increasing the competitiveness and consumption of EU fresh fruits, are certainly achievable.
Result-focused	The result of this objective is oriented towards increasing the consumption of EU products, due to its high commitment to environmental issues as a generator of real change to curb the effects of our environmental, energy and social footprint.
Time-bound	This objective has a completion date of the total duration of the programme, due to the complexity of the programme. However, each activity to be implemented is time-bound and designed to optimise the budget throughout the duration of the programme.

SMART topic	Objective 2: To increase awareness of the benefits of EU products
-------------	---

Specific	The second objective is specific in its definition, as it focuses entirely on extolling the nutritional benefits (related to the naturalness, quality and sustainability of the products themselves) for the health of fresh cherries among consumers.
Measurable	This objective and the results obtained will be measurable in terms of the recognition that consumers in the target countries have for cherries from the EU for their taste, quality, naturalness and sustainability and thus achieve their preference compared to the same product from third countries.
Achievable	Given the large number of activities to be carried out in the different target markets, the objectives of this programme, and more specifically this objective of promoting and raising consumer awareness of the sustainable and natural characteristics of EU fresh fruits, are achievable.
Result-focused	As with the previous objective, the main result is that consumers in the target countries know that consuming European cherries complies with FBDGs approved by the EU in order to have a healthy lifestyle and the secondary result is to encourage the consumption of this product because of its quality and benefits compared to products from third countries that do not comply with these standards.
Time-bound	This objective has a completion date of the total duration of the programme, due to the complexity of the programme. However, each activity to be implemented is time-bound and designed to optimise the budget throughout the duration of the programme.

The 2 main goals will be achieved with the implementation of the programme over the course of 3 years in the Spanish, Swedish and Finnish markets targeting end consumers (younger generations and family decision-makers, mainly) and key opinion leaders.

Those 2 main general objectives are also complemented with the following specific objectives:

1. To raise the profile of European fresh fruits products among end consumers: younger generations, family decision-makers and key opinion leaders by highlighting their nutritional values and health benefits for their wellbeing and for the wellbeing of the environment.
2. To increase awareness about the nutritional added value of following a nutritional plan that includes quality European cherries.
3. To emphasise the merits of the Union's agricultural food production and serve as a reference point for those consumers who would like to elevate their health and nutrition by consuming a quality source of functional foods produced following the most traceable and modern production models.
4. To improve the overall conditions of the FFV EU sector promoting products compliant with the highest standards⁴⁸ that have led to a strong, safe, traceable and responsible sector, based on:
 - a) fair competition for farmers and producers of agricultural products and foodstuffs with value-added characteristics and attributes.
 - b) the accessibility to consumers of reliable information concerning such products.
 - c) the enforcement of intellectual property rights.
 - d) the integrity of the internal market.

On top of that, this programme is aligned with the Farm to Fork⁴⁹, the Green Deal⁵⁰ strategies and the national Food Based Dietary Guidelines⁵¹, in terms of the following aspects:

- More sustainable production systems by increasing process technology and reducing production methods and making better use of natural resources.
- Reducing the use of pesticides.
- Protection of consumers, animals and plants through the reduction of pollution and the use of clean energy.
- Promotion of products aligned with science-based recommendations in the form of guidelines for healthy eating.

⁴⁸ Regulation (EU) No 1151/2012 of the European Parliament and of the Council of 21 November 2012 on quality schemes for agricultural products and foodstuffs

⁴⁹ https://ec.europa.eu/food/sites/food/files/safety/docs/f2f_action-plan_2020_strategy-info_en.pdf

⁵⁰ https://ec.europa.eu/food/sites/food/files/safety/docs/f2f_action-plan_2020_strategy-info_en.pdf

⁵¹ https://knowledge4policy.ec.europa.eu/health-promotion-knowledge-gateway/food-based-dietary-guidelines-europe-source-documents-food_en#:~:text=Disclaimer%3A%20Due%20care%20was%20taken,portion%20sizes%20were%20kept%20unaltered.

1.3 Complementarity with other actions

This programme represents an effort of the “Valle del Jerte” Group of Cooperatives to promote European fresh cherries sour, increase their consumption thereby increasing the market share in Spain, Sweden and Finland, improve the competitiveness of the sector as a whole by informing consumers about balanced and healthy dietary practices and increase the awareness of the benefits of choosing EU products in order to promote a healthy lifestyle, given the success of the previous promotional campaigns led in 2021 and 2022 (EU PICOTA CHERRIES and PICOTA_4UK) co-financed by the European Union.

This project is fundamentally based on the latest results of previous campaigns executed by the proposing entity in the United Kingdom (PICOTA_4UK, campaigns led in 2022 and in 2023). The main objectives of that programme were:

- Continuing to increase the consumption of EU Picota and EU generic cherries in the UK.
- Increasing awareness of EU Picota and EU generic cherries at the point of sale.
- Emphasising the added value inherent in the Picota’s D.O. certified status, which signifies assured quality, premium taste and multiple health benefits.
- Creating awareness around the Picota variety’s heritage and the environment in which it is grown.
- To position EU Picota and EU generic cherries as the ideal natural summer snack or versatile ingredient to be added to a multitude of recipes. Target consumers with an interest in gastronomy, health and fitness.
- Encouraging the choice of EU Picota and EU generic cherries over other varieties and sources where there is competition.
- Engaging with retailer contacts to acquire extra selling and priority space in store.

Some of these objectives are perfectly aligned with the objectives of our proposal as for example those revolving around the increase of the market share of this product, the increase of awareness about the EU cherry, focusing on its quality VS other cherries from Third Countries Operators, and the increase of its consumption as well as making consumers more conscious of the healthy benefits of introducing such a product as a healthy option snack in their daily dietary habits. During the PICOTA_4UK promotional campaigns, financed both with internal funds and also European funds, the actions carried out in the United Kingdom were:

- Public Relations with trade media and consumers.
- Social media activities (giveaways and influencer activities included).
- Advertising campaigns.
- Promotional campaigns with tastings at points of sale.
- Exhibition at Trade Events (B2B and B2C).

Results of these activities were impressive: only in 2022 the total social media impressions (Instagram + Facebook) reached thanks to social media organic posts were 437.238. The results achieved with online advertising in terms of impressions were:

- Consumer advertising: 500.000
- Trade advertising: 15.000
- Social media impressions: 127.008
- Influencer impressions: 127.633

Promotional materials distributed were 15.804, 1 exclusive trade event (B2B with tasting session) with 25 professional attendees, and outstanding results for the POS activities (the following number of customers visited Morrison stores during the time of the shroud activity: 6.412,800 in total into 300 stores and 6.412,800 and in total 224.448,000 for 35 days, number of days the shrouds were in stores). While, for 2023 the total social media impressions (Instagram + Facebook) reached with the social media organic posts were 425.000, the results achieved with the online advertising in terms of impressions were remarkable: 3 campaigns were launched in order to activate 3 types of communities: “Foodies and Health-Conscious Community” (312.527 impressions), “Health-Conscious Foodies” (292.842 impressions) and “Household Shoppers” (37.483 impressions). Promotional materials were distributed in 1 exclusive trade event (B2B with tasting session) and outstanding results were reached also for the POS activities (Shroud units / Estimation impressions by store visitors: 75.760,048; estimated number of visitors attending the sampling (half day) to St. Ives store: 5.000).

The outstanding results incentivized the proposing organization to submit this proposal looking to raise awareness on the positive consequences of following healthy dietary practices in which a great variety of fruits and vegetables are included, specifically focusing on the health benefits of European cherries. Thus, the proposing organization is willing to continue the activity of promoting fresh fruit and its benefits in the target countries of Spain, Sweden and

Finland, taking in consideration the outstanding results achieved in the UK in 2022 and in 2023, especially the great interest demonstrated by the online campaigns on behalf of the community of people interested in eating healthy.

The previous experience of the proposing organisation in terms of international promotion and European programmes is a great asset for the implementation of this campaign as activities have been selected for being the most cost-efficient. Not only does the organization rely on the experience acquired during previous campaigns, but also on other self-funded activities that complement perfectly this campaign.

1.3.1 EU Dimension

This section aims to assess the importance that this proposal can have for the perception of European fruit and vegetables in terms of increasing its consumption in the context of a balanced healthy diet and how enhancing this perception can have a positive impact, not only for the proposing country, but also for the rest of the European producers of the same products. Europe is a large and stable market for most fresh fruit and vegetables. The value of fruit production and vegetables throughout the EU27 in 2022 exceeded €82.880 million, 16% more than the average (2017-2021) continuing with the growth in recent years. Market size, year-round demand and dependence on external suppliers make Europe an attractive target market for suppliers in developing countries. But nowadays consumers in Europe are increasingly looking for reliable suppliers in strategic areas that would allow them to offer fresh fruit and vegetables to consumers at any time of the year. Over 2018-2022 the import volume of fruit went down slightly, dropping at an average annual rate (compound annual growth rate or CAGR) of 0.5%. Developing countries play an important role in the supply, having taken about 45% of the total trade volume per year in the period under review. But this import volume, after having reached a peak of 14.0 million tons in 2021, declined by 5.3% in 2022 (CAGR of -0.7%). Only intra-European trade volume grew slightly, at a CAGR of 0.2%. This indicates that production within Europe has remained strong. Indeed, consumption of fresh vegetables depends much more on local production. This is also reflected in the high share of intra-European trade (86-88%) (value of imports of fresh fruits and vegetables in 1.000 tons in 2022 was 14.798).⁵² In this framework, Spanish exports of EU cherries to EU countries, accounts for a value of €110 million in 2023 with an increase of 0.9% compared to the 2022 (€58 million). Over the last 5 years there values were high and only decreased slightly because of the pandemic situation (€58 million in 2019, €40 million in 2020, €91 million in 2021). This proves that the Spanish product is strong and its opportunity of exports in new EU markets are wide since the seasonality and quality of the EU cherries are appreciated. The Association has been working for more than 30 years in the Jerte Valley, ensuring the union and common benefit of all farmers in the area. Cherry growing in the Valley has preserved the traditional harvesting that has been carried out for over 100 years in the region without damaging the characteristic landscape of the area, with its terraces for the use of the steep terrain. Within Spain, Extremadura is the leading region in the production of cherries as it accounts for 35-40% of the national total production. In 2023, 108.484 tons of cherries were produced in Spain, of which 15.000 came from Extremadura. Within the Autonomous Community, the Agrupación produces 55% of the total cherries and picota cherries, a PDO cherry variety that is produced almost exclusively in the Jerte region and whose main feature is that the stalk remains naturally on the tree, making its shelf life longer and allowing them to be exported to more distant countries. In the last year the export of European cherries has been greatly reduced, which is why it is considered of vital importance to launch a promotional campaign to highlight the benefits of consuming European cherries, highlighting the value of the product, its benefits for the health (as recommended by the national FBDG of each EU Member State) and distinguishing it from the competition. The program also aims to improve the perception of the European product in general. Therefore, the importance of the project lies not only in the promotion of fresh cherries from Spain, but in the promotion of all European fresh fruit products under the label "Enjoy it's from Europe". The other two target markets, Sweden and Finland, due to their climate, can only produce some of the fruit and vegetables they need. No surprise then that imports account for about 40% of the markets' vegetable supply. As for fruit, imports account for 0.2% of the market. For Sweden and Finland, imports of fresh fruits and vegetables fell in 2021. Fruit and vegetable exports also fell for the second time in a row in 2021. Rising transport costs and a temporary lack of sales opportunities in the hospitality sector were probably the main reasons for this decline, in addition to the costs of production, energy and labor are also rising.⁵³ Nevertheless, consumers from both countries pay a lot of attention to their dietary habits showing a growing interest in healthy food options, an appreciation for quality products from Spain and for the Mediterranean diet in general, a growing demand for fresh fruits and vegetables as well as a very strong "health-conscious culture". In this context, it is considered that the launch of a promotional campaign will be beneficial not only for the cherry producers in Spain, but for all European cherry producers in particular, and fruit and vegetable producers in general. Mainly because this campaign will serve to give visibility and promotion to the European Union cherry and improve its perception among the population with the ultimate goal of satisfying the demand, increasing consumption and increase of intra-European imports-exports of fresh cherries sour, especially in the Nordic countries of the Union as target, nurturing and expanding that

<https://www.cbi.eu/market-information/fresh-fruit-vegetables/what-demand>

⁵² https://www.fruitlegistica.com/fruit-logistica/downloads-alle-sprachen/auf-einen-blick/european_statistics_handbook_2022.pdf

community of consumers dedicated to a healthy lifestyle. In this way, in order to spread the campaign's message at the European Union level, the image of the European Union will be featured in all campaign materials. The image of the European Union will appear as the main focus in all materials and references to the European product will appear in the foreground at all times. In addition, all communication messages will be factual and verifiable and will comply with the regulations governing EU information and promotion actions. In addition, in recent years, numerous campaigns have been launched to promote the consumption of fruit and vegetables, which are essential for a healthy and balanced diet. Following this line, cherries are a product that offers a large number of benefits for the body, which allows it to lead a healthier life and improves the quality of life of the population. This is a key issue for an increasingly sedentary society which is affected by cardiovascular diseases, diabetes or being overweight. In addition, for years, the sector has been committed to the environment and sustainability. For this reason, new cultivation techniques are being researched and applied to improve fruit quality, increase productivity and efficiency in the sector and reduce the environmental impact of the activity. The reason behind this effort lies in the commitment to ensure the sustainability of the sector and the continuity of production. For these reasons, this European campaign aims to address two key issues: the first one oriented to transmit the benefits of consuming European fruits and vegetables in the context of its positive impact on health, especially cherries of European origin, in line with national FBDG, and the second one focused on the sustainability of the sector, in line with the European Union's "From Farm to Fork" strategy. In conclusion, it can be assured that the implementation of this campaign, developed by a highly representative body of the European cherry sector, will be beneficial not only for the cherry industry, but also for the European fruit and vegetable sector as a whole.

Promoting the image of European products in the target markets and EU message

As explained before, the ultimate goal of this campaign is to promote balanced and healthy dietary practices via the consumption of a variety of fresh fruit and vegetables, more specifically of European cherries sour. The perception of European food products and European fresh fruits will be strongly improved thanks to the implementation of this campaign in the target markets. Actions will showcase the health benefits of consuming fresh European cherries as well as useful information on the place of fresh fruit in the food pyramid for a healthy lifestyle will be shared, encouraging consumers to choose European fruits as healthy snacks against imported fruits and improving the profile that our cherries have in Spain, Sweden and Finland. The product will be promoted in the target countries highlighting the deliciousness that stems from the superior quality given by the compliance to the EU standards, and in every promotional activities will be both distributed and displayed supporting materials and/or merchandise with the *Enjoy It's From Europe* logo and the *Co-Funded by the European Union* logo and compliant with the Communication Concept, in order to allow consumers to easily recognize the European origin of the cherries and incentivize their purchase.

Sustainability in terms of economic, social and environmental aspects

Sustainability of the EU Cherry Production

Fresh fruits and vegetables have numerous positive benefits when it comes to sustainability, as they have a low carbon footprint, while being both nutritious and affordable. Furthermore, the sector has already achieved good results when it comes to sustainability in areas such as environmental performance, transparency of the supply chain, social sustainability and reduction of pesticides use, making European cherries a great sustainable choice for the varied and healthy diet. Sustainability has become a fundamental requirement for all agri-food entities and companies. Companies and organizations at all levels in the value chain are gaining interest in sustainable fruit and vegetables and supply-chain transparency. This trend relates to many aspects along the supply chain, including working conditions, water use and waste management. This program aims at promoting EU cherries sour in the target markets, carrying out a set of activities aligned with sustainability initiatives.

Economic sustainability

This promotional campaign can yield several positive impacts in terms of economic sustainability. First of all, fostering market expansion as with the promotion of European cherries in the target markets, the demand for these cherries can increase. This expanded market access can lead to higher sales volumes, benefiting European cherry producers economically. Also, products with EU origin and production certification often command a price premium due to their perceived quality, safety, and adherence to environmental and social standards. A promotional campaign emphasizing these certifications can further enhance the perceived value of European cherries, allowing producers to sell their products at higher prices, thus increasing their revenue and profitability and ensuring the sustainability of their businesses. Highlighting the EU origin and production certification distinguishes European cherries from competitors in the market. This unique selling proposition can give European cherry producers a competitive edge, allowing them to capture a larger share of the market and potentially outperform competitors. Furthermore, a well-executed promotional campaign can enhance the reputation of European cherries as a premium product in the target markets. Positive associations with quality, safety, and sustainability can strengthen consumer trust and loyalty, leading to repeat purchases and long-term economic sustainability for cherry producers. Lastly, the positive impact in terms of economic sustainability of this program can be seen in the supply chain development. Indeed, an

increased demand for European cherries driven by the promotional campaign can stimulate investment in the cherry supply chain, including production, processing, packaging, and distribution. Such investment can stimulate the job market and the economic growth throughout the supply chain, contributing to the overall economic sustainability of the cherry industry in Europe.

Social sustainability

The promotion of fresh cherries from Spain can have several positive impacts in terms of social sustainability by supporting local communities, advocating for fair trade practices, improving public health, raising awareness about certification standards, conserving traditional farming practices, driving economic development, and fostering community engagement. The campaign will highlight the communities and farmers involved in cherry production, fostering a sense of pride and belonging among local residents and strengthening a community cohesion. Also, promoting a product that adheres to EU standards means compliance with fair trade practices which in turns will lead to fair wages, fair working conditions, economic stability for farmers and reduced exploitation. In recent years, numerous nations have enacted new regulations holding domestic companies accountable for human rights violations within their supply chains. Furthermore, the European Union (EU) is presently deliberating the Corporate Sustainability Due Diligence Directive (CSDDD)⁵⁴, aimed at mandating companies and organizations to address the environmental and human rights impacts of their operations both within and outside Europe. While still in progress, the CSDDD underscores the growing imperative for accountability. The international fresh fruit and vegetable sector still has strides to make toward proper practices. The forthcoming CSDDD and existing due diligence laws in various European countries are pivotal catalysts for change, particularly over the next five years. This shift towards accountability is driving heightened interest in sustainability certifications that establish social and ethical benchmarks, like for example on fair pricing of fresh fruits and vegetables products. This principle of fair pricing is poised to gain prevalence in the coming decade, aiding in bridging the gap so that farmers can secure a livelihood. Also, promoting the consumption of fresh cherries as a nutritious fruit, rich in vitamins and antioxidants, encourages healthier eating habits, which can impact positively on public health and well-being. This is particularly important in addressing diet-related health issues, such as obesity and heart disease. A promotional campaign can raise awareness among consumers about the EU certification standards for high-quality cherries. This educational effort ensures consumers making informed choices while encouraging demand for sustainably produced goods, thereby incentivizing producers to keep such high standards. Promoting high-quality cherries with the EU certification can also shed a light on traditional farming practices that are environmentally sustainable and culturally significant. This helps in preserving local heritage and biodiversity while supporting farmers who adhere to these methods. The economic benefits reached with the promotional campaign (increased demand for Spanish cherries) have also a ripple effect on the economic growth of rural areas where such production takes place and cherry farming is the first source of income. This will create job opportunities for all involved, reducing unemployment and contributing to economic inclusivity. Lastly, the whole promotional campaign will play a pivotal role in the bonds strengthening within the community through the events, helping the residents to feel engaged with the sustainable development of both the cherry production sector and their local economy.

Environmental Sustainability

The positive impacts of this promotional program can be seen also in terms of environmental sustainability as they will contribute to a transition of the European fresh fruit and vegetables market. Indeed, due to legislation on sustainability, Western and Northern European markets will look different by 2033 because: European fresh fruit and vegetable companies put more effort into making their supply chain transparent and report on environmental sustainability performance (footprints); Water footprints of fruit and vegetables have dropped, this means that certain crops from certain countries may have disappeared from the European market unless these countries implemented the right national policies to improve water footprints on a national scale; Pesticide footprints of fruit and vegetables have dropped, which means that maximum residue levels have gone down too. Also, the number of pesticides applied on 1 crop has been limited to ranges of 3-5; Carbon footprints have dropped, which has resulted in more European products available in Europe as well as in a reduction of emissions in international logistics and the phasing out of plastic packaging (expected to take place in 2026). More fruit and vegetables come from socially and ethically certified production. This means prices will have risen and farmers and workers gain a fair/fairer income.⁵⁵ In line with the commitment to environmental sustainability of the proposing organization, various actions have been already implemented with the aim of minimizing the impact on the environment and such promotional campaign can positively impact environmental sustainability in several ways by supporting sustainable farming practices, preserving biodiversity, lowering carbon emissions, minimizing food waste, promoting sustainable packaging, advocating for water conservation, and endorsing agroecological approaches. The promotion of sustainable farming practices implies raising awareness on environmentally friendly farming methods used by cherry producers (integrated pest management, soil health preservation, water preservation techniques,

⁵³ https://commission.europa.eu/business-economy-euro/doing-business-eu/corporate-sustainability-due-diligence_en

⁵⁴ <https://www.cbi.eu/market-information/fresh-fruit-vegetables/trends>

etc.) and this can encourage other producers to follow the same best practices. Highlighting the importance of preserving biodiversity in cherry-growing regions can educate people about the need to protect natural habitats and wildlife. Showing how biodiversity-friendly farming practices (for example maintaining diverse crop rotations) can contribute to the preservation of ecosystems and the species that inhabit them. In terms of carbon footprint reduction, the importance of local origin of Spanish cherries can add value and it encourages consumers to opt for products that have lower carbon footprint, thus reducing greenhouse gas emissions and mitigating climate change. During the campaign insights will also be given on how to properly store cherries and how to prevent spoilage in order to avoid food waste habits that only contribute negatively to the environmental pollution and how efficient is adopting sustainable packaging options to minimize the environmental impact. Emphasizing the efficient use of water in cherry production highlights the importance of water preservation in areas where water resources may be limited. By supporting the adoption of water-saving irrigation techniques and following responsible water management practices, the campaign will play a pivotal role also in contributing to the sustainable use of water resources and mitigation of the impacts of drought and water scarcity. Lastly this promotional campaign can show the benefits of agroecological farming systems, which focus on ecological principles and biodiversity preservation. Improved soil health, low chemical inputs, and greater ecosystem resilience are some of the positive outcomes that such systems generate and this promotional campaign will encourage the adoption of these sustainable farming practices in cherry production.

#§COM-PLE-CPS# #§PRJ-OBJ-POS# #§REL-EVA-RES# #@QUA-LIT-QL@# #@CON-MET-CM@#

2. QUALITY

2.1 Concept and action strategy

This programme is conceptualized taking into account the market analysis, its general conclusions in all target markets, as well as the result of past campaigns. The concept revolves around aiming at having at least 5 portions of a variety of fruit and vegetables each day; knowing the place of fruit and vegetables in the food pyramid, and understanding the beneficial impact of fruit and vegetable consumption on health. The market analysis identifies and justifies the need for such an important programme, both for the EU and the proposing organization alike and it is aligned with the Farm to Fork and Green Deal strategies, reinforcing all efforts made by the European Commission itself. The programme's main goal is to provide general information aiming at increasing the consumption of EU fresh cherries by informing consumers about balanced and healthy dietary practices and enhancing the competitiveness and consumption of the concerned Union agri-food products, raising their profile and increasing their market share. This will allow to create a unified European image in all target markets, adapting the message to the individual challenges that they are facing.

Thus, the brief of this campaign would be as follows:

Main campaign objectives	<ul style="list-style-type: none"> - increase the consumption of EU fresh fruit and vegetables, specifically EU cherries, by informing consumers about balanced and healthy dietary practices. - enhance the competitiveness and consumption of the concerned Union agri-food products, raise their profile and increase their market share.
Target	<ul style="list-style-type: none"> ● End consumers – 40% ● Importers and category managers – 40% ● Journalists – 20%
Duration	3 years (2025 – 2026 – 2027)
Type of campaign	B2C activities and B2B activities in Spain, Sweden and Finland.
Desired consumer response	<ul style="list-style-type: none"> -Understand that consuming European fresh cherries will bring healthy benefits and is key for a balanced diet. -Increase the amount of fresh fruit consumed integrating it in the daily diet, raising the competitiveness of the EU fruit sector. -Increase the awareness towards EU cherries and know its multiple nutritional values.

Target Groups

The present programme identifies three major target groups: end consumers, importers & category managers, and journalists (KOLs). The group accounts for the consumer section of the programme, while the last two groups would refer to the professional segment. By selecting these segments, we plan on targeting those who make food decisions for themselves and their families, shaping our consumer trends; and those who work in the fruit sector, experts of their field and the go-to source of information for such expertise.

Target group 1: End consumers

Geographic	Demographic	Psychographic	Behavioral
✓ Spain	<ul style="list-style-type: none"> ✓ 20-65 years old ✓ Male, female, non-binary and genderqueer ✓ General education ✓ Students, professionals, family decision-makers, foodies, health enthusiasts ✓ Diverse ✓ Medium-high economic status 	<ul style="list-style-type: none"> ✓ All social classes ✓ Family-oriented ✓ Results-driven ✓ Quality for money ✓ Information seeker 	<ul style="list-style-type: none"> ✓ Wellness enthusiasts ✓ Focus on having time for family and leisure ✓ Independent ✓ Hard-working ✓ Sustainability activists

This target audience is characterized by:

- Concerned about the food they include in their diets. Worried about their own health and wellbeing.
- While baby boomers value stability and hard work, millennials are more concerned about having a fit and healthy lifestyle and living adventures.
- Quality-seekers. Looking for quality food without spending too much.

Specifically:

- Students: typically, budget-conscious and seeking convenience, might purchase fresh cherries for their nutritious, quick snackability, as they prioritize affordability and ease of consumption, thus pre-packaged options or smaller portions are their go-to choice.
- Professionals: their lifestyle is often busy; they value both health and convenience. Fresh cherries could appeal to them both as a guilt-free, quick healthy snack and as a versatile ingredient for simple yet sophisticated recipes when they want to unleash their inner chef.
- Family Decision-Makers: they prioritize the health and well-being of the family. Buying fresh cherries could be a great option for snacking or incorporating into family meals or introducing it in their children's diets.
- Foodies: they are passionate about exploring new flavors and experimenting different culinary experiences. They can appreciate the versatility of fresh cherries as well as their seasonal freshness or taste. They can play with this ingredient in new recipes.
- Health enthusiasts are focused on taking care of their bodies also through food. Fresh cherries could interest them as are rich of vitamins, minerals, and antioxidants. They may be caught by cherries' potential health benefits for the heart or benefits in reducing inflammation.

The audience size is 48.592 million people in Spain.

Target group 2: Professionals (Importers and Category Managers)

People who belong to this category are professionals who work in the fruit sector, experts of their field and the go-to source of information for such expertise. Their job is to look for the best quality products that then occupy the different supermarkets in which the end consumer buys their food. They consume content on consumer trends and demands to achieve their company goals and are usually open to new and attractive high-quality products to add to their portfolio. Their influential power is high, meaning their opinion, content or performance is followed by our desired audience.

Target group 3: Journalists (KOLs)

People who belong to this target group are media professionals, specifically journalists, bloggers and influencers. They are recognized as authorities in selected areas of expertise and therefore, they are the go-to source of information for such expertise. Thus, they shape the information that is consumed nowadays and their influence in the society's consumer trends is huge. Consumers of all ages and backgrounds follow their articles, posts, videos and all sorts of content, nurturing their preferences and choices by what they see and learn from them. For the purpose of our programme, they usually meet the following criteria:

- Their influential power is high, meaning their opinion, content or performance is followed by our desired audience.

- Their communication skills are very good and they know how to communicate to their audience and address certain topics.
- They provide information and recommendations and create content on agricultural products and know the importance of the origin of our products.
- They actively address important topics such as the importance of a healthy diet.

Potential KOLs per country: 80 Journalists for Spain.

Communication mix - Alignment with activities

The main goal of this campaign is to create a strong Communication Mix ecosystem where all activities are interconnected meaning that each activity nurtures and feeds the other, increasing the impact while maintaining a cost-effective approach. How are we going to achieve this? By selecting and defining activities that answer to the different challenges that the market and the target groups are facing. Once clear activities are selected based on goals and targets, each one is described precisely taking into consideration the specific group we're targeting with each one. The key to the success of this communication mix (and towards achieving KPIs and objectives) is to have a solid and consistent overarching strategy. Based on the challenges outlined in the market analysis and the programme brief (campaign duration, main goals, target groups, products to be promoted, and desired outcomes), our 360 information and promotion strategy is developed. This action plan would encourage positive change in the dietary habits, is actionable in and adapted to the different target markets and ensures that each Euro invested has a real impact in accordance with the proposed objectives (see section 1.1 and 1.2).

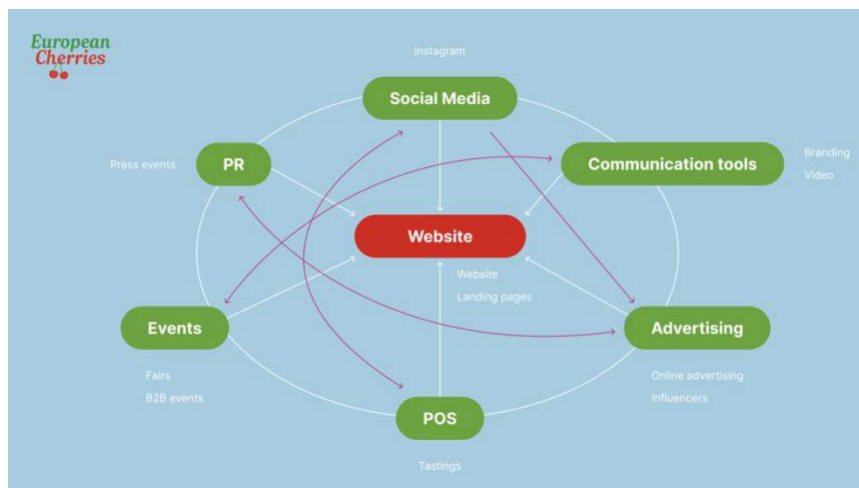
In order to ensure the coverage, coherence, actionability and clear return on investment of the programme, activities are drafted based on the goals.

- To increase the consumption of EU fresh fruit and vegetables by informing consumers about balanced and healthy dietary practices.
- To enhance the competitiveness and consumption of the concerned Union agri-food products, raise their profile and increase their market share.

Strategically, we've selected the following activities because we believe that our powerful message:

- will get the most coverage and interaction.
- will strengthen trust and recognition of European fruit producers and production methods as well as products.
- will be a comprehensive campaign including edutainment (education and entertainment).
- will create synergies between all activities, motivating all EU consumers to understand that introducing fresh cherries in their daily dietary habits will be beneficial for their health.

For more details, please check 4.1.



<p>PR</p>	<p>Goals: the ultimate goal of this activity would be to bring together the major KOLs to disseminate our main promotional message of Eu fresh cherries, based on accurate and real information about EU FFV.</p> <p>Target groups: This activity will target mainly our KOLs target group. However, the dissemination of information by KOLs will certainly reach our other two target</p>	<p>Description of activities</p> <p>There are two press events planned during the duration of the program. The first one will take place in Y1 as a Campaign Launch Event in order to inform all attendees about program and its goals. The second one will be in Y3 to inform attendees about the impact of the European campaign. Both events may include a taste of EU cherries so that media professionals can have an immerse experience with the product.</p>
------------------	---	--

	<p>groups increasing the awareness of our campaign.</p>	<p>We will also write and release at least 1 press release per year to inform the media professionals about the activities planned for the year and about the special characteristics of European cherries.</p>
<p>Website and Social Media</p>	<p>Goals: the ultimate goal is to have the website as the epicenter of the campaign meaning all relevant information will be accessible there (informative web). The Social media channels of this campaign have the goal to inform the audience but also to serve as platforms where we can engage with them, answer their questions, interact and bring the EU cherries closer to them.</p> <p>Target groups: these activities will target all 3 target groups. All target groups will have access to the information on the website and all our targets spend time consuming content on social media, therefore the impact will be equal to all of them. We need to reinforce here the idea that, even though professionals and KOLs are considered B2B, they're also consumers and online information seekers, hence why we follow a human to human approach.</p>	<p>Description of activities</p> <p>A common website (in Spanish, translating it to English for Sweden and Finland in years 2 and 3) conceptualized for emphasizing the product's health benefits while conveying an inspirational message blending concepts such as sustainability, women, rural tradition and history of Valle del Jerte will be designed and developed and will serve as the epicenter of the campaign. Additionally, we'll create 7 landing pages over 3 years to complement the overall strategy aiming to broaden our audience, foster engagement, and build a #cherrylovers community. In Spain, we'll create 5 B2C-targeted landing pages, while in Sweden and Finland, we'll have 1 landing page each, focusing on B2B. Each of them will promote different assets. Website would be a cross border activity linked to Social Media and Online Ads. Social media channels will be used to engage with our audience through informative and interactive content. Both actions will bring our message closer to our target groups using the digital channels that consumers use on a daily basis and speaking their language. Social media will also allow us direct interactions with the audience. Spain will set up 1 social media account, Sweden and Finland will set up 1 social media account. The overall social media strategy will be described in the monthly Editorial Calendar, with a monthly ongoing activity for the Banner design & copies adaptations for the whole duration of the programme.</p>
<p>Advertising</p>	<p>Goals: Advertising will be in online formats selected to support the dissemination of our message through other channels. This selection is based on market analysis and research for each target market. Together with the other activities, a solid 360 visibility campaign is achieved.</p> <p>Target groups: these activities will target all our audience groups, being a catalyst for success for all other activities.</p>	<p>Description of activities</p> <p>The advertising activities planned include: online advertising and influencer advertising.</p> <p>Online advertising in META is a powerful tool to spread our message to all targets in a very cost-effective way. We will reach users based on criteria such as interests and behaviors, specifically those interested in vegetarian recipes, fruit lovers, Spanish culture, healthy benefits of food, wellness, and the fruit in general. This ensures that our ads are displayed to the most relevant audience segment, such as people interested in gastronomy, wellness, or journalists specialized in the fruit sector. Lastly, we'd love to engage in collaborations with foodie and cooking microinfluencers, who can act as drivers for building credibility, enhancing brand image, and fostering a community with a stronger sense of belonging. This approach will amplify our brand message and reach a wider audience. Through these partnerships, where all the attributes of European cherries will be showcased, influencers</p>

		will also promote our assets to generate more leads: recipe book, giveaways or opinion surveys.
Communication Tools	<p>Goals: the ultimate goal for this WP in this program is to create material that will be used for promotional purposes, both for online and offline activities.</p> <p>Target groups: these activities [campaign design, merchandising and video] will target all 3 target groups.</p>	<p>Description of activities: the campaign design is crucial to develop a full storytelling around the campaign and visual identity and the promotional video is key to better illustrate our message and gain engagement with the target audience. This is all needed to develop a campaign whose visual identity and assets resonate in the target markets and to all target groups, adapting when necessary, turning our audience into loyal advocates by speaking their language, educating and entertaining at the same time and engaging with them on a more personal level. Promotional material will be distributed efficiently: to the press events; as prizes of participation at raffles/promotions launched on the program's social media accounts; to the events; distribution of totebags at the entrance to large stores/supermarkets where people go for shopping. This will serve as a reminder of the program/prizes for participation and to complement everything that we do on a digital scale with more tangible assets; videos will better illustrate our message and gain engagement with the target audience and will be used for events, social media content and web. Our storytelling will evolve with all our activities.</p>
Events	<p>Goals: the goal of events is to raise the profile of our EU cherries by providing a direct experience and also to increase awareness, consumption and market share for EU cherries. While online ads are very cost-effective, the attendance to trade shows is still very important for our target audience because they can taste and enjoy our product directly and learn more on its nutritional values and EU origin.</p> <p>Target groups: the main target groups for this specific WP are consumers and professionals.</p>	<p>Description of activities: Adaptation to market demands based on our market analysis is done by selecting most impactful local activities: trade shows (only in Spain) to strengthen Spain's position as a leader in fresh fruit exports and give visibility to our product thanks to promoting the EU origin, and B2B events (in Sweden and Finland) to open new markets for business and provide direct access to key players in target markets, engaging with the right network of importers and distributors. Thus, in Y1, Y2, Y3, will be attended the Fruit Attraction fair in Spain. A round of meetings between the programme's personnel and KOLs of the target markets will be held in Sweden (Y2) and Finland (Y3). B2B events will consist of seminars, lectures, roundtables and tasting sessions. In addition to the professional attendance, if deemed necessary tasting sessions may be opened to the general public and will be added to the program, thus improving the impact also among end consumers.</p>
POS	<p>Goals: the goal of POS is to raise awareness among consumers about the characteristics of the product as well as increasing market share.</p> <p>Target groups: the direct target group of this activity is the end consumer but industry and media professionals can also</p>	<p>Description of activities: the idea is to present the product and tasting samples in the most interesting retail POS. Activities will be carried out in Spain, in Year 1, 2 and 3, and in Sweden in Year 1, within selected sales channels on trade (Ho.Re.Ca.).</p>

be targeted when purchasing food for their homes.

Key messages and Specific content development



Main Message
European Cherries
Naturally cherrylicious!
From tree to table!

The main message of the campaign has been developed taking into account:

- European dimension → alludes to EU origin
- Sets the sector/category (FFV)
- Builds on quality and flavor
- Links to the countryside and tradition (reminding the “Farm to Fork” claim)
- Reinforces the perception of goodness of European fruits and vegetables
- Easy memorization and recognition

We wanted to develop a message that captures the attention, is short and direct, easily readable and recognizable and speaks the language of our efforts as a sector. As our campaign is not brand-focused, brands are only foreseen to be used according to EU regulations together with the Enjoy it's from Europe! logo. In order to bring this message to our target audience, it will be adapted and translated to Spanish and keeping English as the common language for the programme and for Sweden and Finland. Since our message includes a wordplay, the message is locally adapted so that it has the same positive impact on the target audiences. Our main message will be disseminated among the target markets and it is short and concise in order to strengthen its importance and the profile of our products vs non-European competitors. Our communication strategy takes into account that there are different objectives depending on the market, due to the different level of penetration/knowledge of the product in each one, and also the target groups we are addressing (B2C and B2B), without forgetting the seasonality of the product, which will also be a determining factor in our communication calendar and actions. Having healthy habits is something that increasingly influences purchasing decisions. Both those of the consumer who decides to take care of themselves and/or their family, as well as those of the importer/buyer who purchases products for his establishment(s), following market demand. But the pace of life we live is very hectic and sometimes taking care of our food takes a back seat. We increasingly rely on precooked dishes or delivery and it is essential that those of us who have a product that is proven to be beneficial for our health, educate about it and be visible to our target. With this campaign we want to address a double challenge: to be where the consumer is and educate them on the importance to buy/consume fruits, especially cherries, so that we impact the demand, but also that those who must supply it understand that the cherry is both a desired and necessary product. In addition, we have an advantage: the origin of the product is a good purchasing lever since it is well known that southern Europe grows quality fruit and follows a healthy diet (Mediterranean diet). Thus, the message we want to spread is clear: the cherry as a healthy and tasty product (flavor = quality) which is produced following a natural and sustainable process so that it goes from the tree directly to your table. Since one of the key aspects of this fruit's sustainable production process is its seasonality, the message is reinforced. As a way to illustrate how our campaign has been conceptualized and how it's planned to convey the main message, please see below its potential visual identity.



Our main goal when developing the message and visual identity was:

- Clear and direct message.
- Fun tone of voice to favor a connection with the target and an easily recognizable claim.
- The use of illustrations makes it more playful and easier to make it work in many formats and media.
- Combining illustrations with photography enriches the visual universe even more and helps us make it suitable for many different contexts.

#§CON-MET-CM§# #@CON-SOR-CS@#

2.2 Consortium set-up

Consortium cooperation and division of roles (if applicable)

See Application Form (Part A).

2.3 Project teams, staff and subcontractors

The project team involved in this programme is made up of the following profiles described below. The profiles have been selected based on their sector knowledge, their experience in international project management and communications campaigns, their background and expertise area:

Name and function	Organisation	Role/tasks/professional profile and expertise
Monica Tierno Diaz Executive Director	“Valle del Jerte” Group of Cooperatives	With a solid background of over ten years working in the agri-food sector and EU markets, Mrs. Tierno’s experience in promoting the cherry sector is one of her key assets as well as leadership and team management. She will be in charge of supervising the general management of the programme, making sure that all stakeholders are working on the same page and that the implementation of the programme runs smoothly according to the rules and legislations stated by the European Commission throughout the years that the programme will be running.
Laura Buezas Sánchez Project Manager	“Valle del Jerte” Group of Cooperatives	Mrs. Buezas is a talented professional with solid expertise in project coordination and e-marketing management. She serves as liaison officer between REA and the beneficiary, supervises that the programme is executed effectively on a daily basis and provides all information needed to the stakeholders involved and the implementing body. She will be in charge of the daily management of the programme, monitoring its correct implementation, communication between the beneficiary and REA, requesting the other partners all documents and information required by REA, verifying their completeness and correctness before their submission, communication with the Implementing and Evaluation agencies, keeping information updated in the Funding & Tenders Beneficiary Register (via the electronic exchange system), including the deliverables and reports, informing REA and all stakeholders involved of any problem that might arise during the kickoff, implementation and closing of the programme.

Mónica Luz García Acera Financial and Administrative Coordinator	“Valle del Jerte” Group of Cooperatives	Mrs. Luz will serve as an administrative and financial project manager, managing all deliverables and collection of documentation regarding the financial part, supervising the correct economic execution of the program and correction of deviations and making sure that deadlines and payments are made according to the project timeline and that the administrative requirements from REA are met. She will be also in charge of dealing with the administrative and financial issues that may arise, making any payments to the stakeholders involved (eg.: Implementing Body agency) without delay and managing all deliverables and collection of documentation regarding the financial part
--	---	---

For the implementation of the vast majority of the actions, an Implementing Body with proven experience in international promotion and information campaigns will be selected in accordance with the competitive procedure provided for in Article 2 of the Delegated Regulation and respecting all conditions ensuring best value for money and avoiding any conflict of interests. The implementing body will ensure that measures and actions are implemented effectively and that the objectives set for each of the activities are achieved.

Outside resources (subcontracting, seconded staff etc.)

Regarding outside resources, both an Implementing and an Evaluation Body will be selected. The internal procedure for the selection of the evaluation agency will also be carried out in accordance with the competitive procedure provided for in Article 2 of the Delegated Regulation and respecting all conditions ensuring best value for money and avoiding any conflict of interests. The selection will be made by the whole project team involved in the programme: Mónica Tierno, Laura Buezas and Mónica Luz. They will review all proposals and will make the decision based on the cost-effectiveness and the creativity of the methodology proposed following an open and transparent call for tender. The tender will be published in the website of the proposing organization and all interested entities will be encouraged to participate. Thanks to this organizational chart and foreseeing the external support of two professional entities, the operational capacity for the implementation and overall execution of this programme is proven.

2.4 Consortium management and decision-making

The proposing organization will coordinate the project through the following governance structure and communication flow that will guarantee the internal strategy for the coordination and quality of the Project processes:

- Internal communication: includes horizontal and vertical communication between team members of the project. Communication between members will be daily and periodic in order to guarantee adequate consultation, agreement and information on application activities, corrective actions, etc.

Horizontal communication:

- **At coordination level:** includes horizontal communication between the members of the proposing entity. The Executive Director, the Project Manager and the Financial and Administrative Coordinator of the beneficiary would create a steering committee as the final decision maker of the project. This communication will be regular with monthly meetings to discuss general aspects of the project such as campaign coordination, making decisions, solving possible problems, etc.
- **At execution level:** communication between the project manager and financial controller of the Valle del Jerte Cooperative Association, and the person responsible for the subcontracted agencies (Implementing Agency and Evaluation Agency). This communication will be continuous and will focus on information and supervision of project progress, defining topics related to the communication strategy during implementation and addressing critical issues and general supervision of results.

Periodical meetings between the beneficiary and Implementing Body will serve as a control-mechanism to assess the progress and performance of the programme as well as any problematic issues and to further discuss, evaluate and decide on next steps. The meetings are not scheduled to open a common working environment where each stakeholder catches up on past reports but to create a safe space for prioritization of actions, assessment of quality and compliance and decide on next steps and problem-solving mechanisms. The periodical meetings will take place monthly, where an agenda will be shared prior to the meeting and where minutes of the meeting will be kept for reference.

These periodical meetings will also include the discussion of critical issues and general evaluation of the programme. Also the following aspects will be assessed: Compliance with timing; Coherence and compliance with expenses forecasted in the balance sheets; Realization of payments in due time; Management performance, overall implementation of the programme and best practices; KPIs and objectives monitoring and progress made; Management of crisis situations, difficulties and challenges faced; Lessons learned, improvements to be implemented and suggestions. In case there is a need to adapt the decision-making schedule and/or quality control meetings, an open communication channel is established and encouraged. As a recap, there will be daily messaging

and reporting and monthly review meetings that will guarantee that all implementing, financial and administrative milestones are successfully achieved.

- **At the controlling level:** in this case all stakeholders of the project will participate to be constantly working to ensure that the program meets the impacts, objectives and effectiveness of the activities. The process will be described in the following section (2.5)

Vertical communication:

It is a fluid and daily communication between the different levels of communication that involves all members so that everyone has as much information as possible about the campaign and thus achieve efficient coordination.

- **External communication:** includes communication with REA or other external agencies related to the project (such as national authorities or organizations). In this case, it is the Valle del Jerte Cooperative Association, which is responsible for external communications, which will be done at the level of implementation or control of communication.

#§CON-SOR-CSS# #@PRJ-MGT-PM@#

2.5 Project management, quality control and monitoring — Evaluation methods and project indicators

All activities have been designed with the objective of optimizing costs and ensuring results. Thanks to our previous experience in implementing these types of programs, the proposing organisation will ensure that all activities included in the program are carried out on time and within budget, thus ensuring that all objectives are met. Although the proposing organization will carry out most of the campaign tasks (coordination, implementation, control and justification), the Implementing Body would also play an important role in supporting the implementation process of all the actions defined by the project (WP2 - WP9). As explained above, the proposing organization will be responsible for the selection of the Implementing Body. This selection will be made through:

- A competitive procedure ensuring best value for money;
- An open and public tender where the impartial and objective implementation of the programme is avoided for reasons involving economic interest, political or national affinity, family or emotional ties or any other shared interest;
- A procedure that avoids any conflict of interest;

This competitive procedure will also be carried out according to the following rules:

- Adequately advertising and publishing the contract notice;
- Providing sufficient time for the tenderers to be able to enter the selection procedure;
- Evaluating the tenderers by an objective and non-discriminatory quorum;
- Assessing any possible conflict of interest;
- Evaluating that the procedure is proportionate to the economic importance of the programme;
- Observing that the fundamental principles of the EU Treaty are observed;

All tenderers will be treated equally and the resolution will also be made public once it is decided by the designated quorum. With regards to evaluating the performance and the quality of the implementation and impact of the programme, an independent Evaluation Body will be selected. The procedure to select this expert entity will also follow the same competitive procedure as the selection of the Implementing Body. This management structure ensures that there is a leader motivating the decision-making process and encouraging all project managers to be fully involved in the correct execution of the programme. This structure also allows the rapid identification of conflicts and the resolution of them at the earliest stage possible. The first kickoff meeting will take place at the European Research Executive Agency headquarters. In order to ensure that the project implementation is of the highest quality possible and performed in a timely and effective manner, the following measures will be taken:

- **Planning:** the project team is responsible for outlining every possible scenario and anticipate any possible conflict that may arise during the implementation of the programme. The planning phase will also cover setting the milestones and SMART objectives for each of the individual and specific actions that will be executed. A detailed work plan and clear communication and list of responsibilities will be validated and shared with all stakeholders.
- **Implementation:** best practices and lessons learned during past communication programmes will be shared among all stakeholders. Appropriate methodologies, procedures and guidelines will be created and followed to ensure the correct implementation as well as a timeline with milestones and deadlines.
- **Evaluation, monitoring and control:** proper dissemination of information during periodical meetings, and daily communications will ensure that all stakeholders are updated and that the decision-making mechanisms can work effectively.

Honest and transparent access to guidelines where rules for the implementation, evaluation and reporting are described and explained will be shared. The Implementing Body will be armed with a full set of guides and resources in order to be able to fully execute according to EU standards and regulations.

The Implementing Body mainly covers the following activities:

- Organizing the human, technical and financial resources necessary to carry out the planned project activities and managing the program budget by providing financial and technical resource planning and, where appropriate, proposing the necessary variations.
- Preparing periodic reports on the state of the art of project activities and all necessary technical and financial reports on expenses and supporting monitoring activities
- Constantly verifying compliance with procedural rules and documentation, reporting situations of non-compliance, non-conformities or possible risks and eventually proposing solutions
- Supporting the beneficiary in all reporting phases, in the development of administrative procedures related to program implementation and during audit phases.
- Providing, maintaining and managing a shared project archive in the cloud.
- Constant contact with the beneficiary ensuring maximum transparency and a smooth communication flow.
- Ensuring compliance with all provisions established in the grant agreement and in all the contracts/agreements signed with the beneficiary.

To ensure that the actions are implemented as planned and, in order to avoid and correct poor performance by the executing agency (if any), a control mechanism has been established consisting of a plan and close monitoring of each activity, monitoring a set of pre-defined Key Performance Indicators related to program objectives (effectiveness KPIs):

- Select a single implementing body to avoid communication gaps, language barriers and spend time unifying implementation criteria.
- Close monitoring of the daily work of the implementing agency. Therefore, it increases direct control of results and monitors its performance. This will also include regular meetings with the agency to find out the status of all activities.
- Monthly reports on all activities will be requested from the implementing agency to ensure proper development of the program on time and within budget.
- Presentation of a quarterly statement of expenses and statement of program funds.
- All materials will be sent to the beneficiary for approval before being produced, ensuring they meet EU requirements.
- Establishment of a schedule for each action that includes presentation date of project deliverables, shipping deadlines and other relevant dates for the development of the activity. This will be provided to the beneficiary at least 2 weeks before the start of the action.
- Penalty clauses will be included in the agreement with the agency to ensure the implementation of activities in a timely manner.
- Any possible deviation from the expected result will be corrected by applying sanctions or even changing subcontractors, if necessary.

In addition to the control mechanisms applied before the start of the activity, performance will also be monitored once the activity is completed. This will include:

- Final report
- Sending project deliverables such as: list of attendees, supplier invoices, management report, photographs, press clippings and suggestions for improvement.
- Performance report: which will include the comparison between the final results and what was forecast in terms of time, budget and performance.

The control and monitoring procedure will allow the proposing entity to have full knowledge of the development and performance of the program, allowing it to detect possible deviations or poor performance, which will allow it to make changes, if necessary. Therefore, due to the creation of a comprehensive monitoring and quality system, the proposing organization will be able to verify the effectiveness and efficiency of the activities carried out, having full control over the development of the program, thus ensuring the best quality of performance.

Evaluation methods and project indicators

The evaluation system established for assessing the impact of this programme will be based on a system of indicators defined in Article 22 of the Final Provisions of the Commission Implementing Regulation (EU) 2015/1831.

(a) Output indicators shall measure the degree of implementation of the activities foreseen in each programme.

(b) Result indicators shall measure the direct and immediate effects of the activities.

(c) Impact indicators shall measure the benefits beyond the immediate effects.

The nature of those indicators is both quantitative and qualitative to ensure the success of the programme's implementation. The indicators will be monitored by the Project team. The evaluation of the impact of the information and promotion campaign will be developed by an independent evaluator and will be executed as follows:

- Initial assessment study (year 1): a base framework will be established that will serve as a reference point for the study and final evaluation of the campaign.

- Final evaluation study (year 3): at the end of the campaign, the final study will be carried out, which will involve the collection of both qualitative and quantitative data for the delivery of a results report that must answer the following questions:
 - Have the activities been executed as planned?
 - Have the expected results been achieved?
 - Have the project objectives been achieved?

The variables under study will be the following:

Qualitative variables

- **Consumption habits** (1.Common places of purchase, 2.Uses and moments of enjoyment, 3.Frequency of consumption, 4.Main purchase ideas by the consumer)
- **Knowledge and image of the product** (1.Degree of knowledge of the European cherry, 2.Perception of product quality, 3.Perception of product flavor, 4.Perception of product price, 5.Differential values in comparison with cherries of other origins)

Quantitative variables

- **Evolution** (1.Evolution of sales and exports in the target markets in recent years, 2.Evolution of cherry imports in the target markets and the countries' main suppliers, 3.How have European cherry exports evolved compared to those of other origins?, 4.Evolution of the price of exported products, 5.Evolution of cherry consumption in the target markets.)

Regarding the methodology of the studies, this will vary depending on the nature of the indicators to be measured. Specifically, we will differentiate the measurement of informational objectives from economic ones.

a) Informational performance evaluation

An initial and final survey system will be established, in which, identifying at the end of the program the global sample on which the impact will be measured, where a representative sample will be defined to carry out the direct survey. As the knowledge that the recipients of the messages from the information programs of this campaign are intended to acquire is complex, multi-question surveys will be designed and a threshold of approval of the awareness impact will be established (<59% not approved, > 60% approved). In relation to the perception of quality of the product, a rating from 1 to 10 will be requested of the quality perception they have of the European cherry. If the score is over 7, it is considered that the respondent has a perception of the quality product. A survey will be carried out in year 1 composed of direct, simple and direct-response questions, focused on yes/no answers and thus establish an objective count and an analysis that is as accurate as possible to reality. Direct surveys of items will be carried out at the beginning of the program (year 1) that will serve as a comparative value and a survey at the end of the program (year 3) that will allow us to calculate the increase in absolute terms of people who learned and integrated new knowledge about the fundamental values of the EU that they seek to transmit. This calculation will be carried out by relating the number of those approved in the final survey, compared to the number of approved in the initial survey, thus establishing the percentage of impact of awareness on the population.

- Survey methods: Direct (points of sale, fairs, etc.) or Indirect (telephone, internet, specialized survey pages, etc.)

b) Evaluation of economic performance

To measure the economic impact, the evaluation body will compare the results of the quantitative variables, mainly in terms of exports and market share in the target countries between year 0 and year 3. Additionally, a ROI (Return on Investment) has been established in this proposal. This relationship implies, on the one hand, the total economic resources invested in the campaign and, on the other hand, the export value of the cherry. In order to calculate a ROI as close as possible to the real growth prospects, a projection of the increase in sales (€) has been prepared, as a direct consequence of carrying out the promotional activities of this project (scenario A), comparing this value with the estimated value of sales without the execution of the campaign (scenario B). Later in section 3.1, these scenarios, the ROI of the proposing organizations and the economic and informational impact in general will be quantified.

Output and results indicators		
WP	Output indicators	Result indicators
WP1	<ul style="list-style-type: none"> • Number of coordination trips taken for inception meeting: 3 in total 	<ul style="list-style-type: none"> • Inception meeting report: 1

	<ul style="list-style-type: none"> ● Number of coordination trips taken: 6 in total ● Other trips: 3 in total 	<ul style="list-style-type: none"> ● Coordination reports including hours dedicated to the programme (by General Manager and PMs) and tasks performed: 2
WP2	<ul style="list-style-type: none"> ● Number of press events organized under the programme: 2 in total ● Number of press releases written and disseminated: 2 in total ● Number of press kits disseminated in press events during the implementation of the programme: 2 in total ● Number of press professionals invited to participate in press events: 80 in total 	<ul style="list-style-type: none"> ● Number of press professionals, journalists who attended the events in the target countries: 40 in total ● Number of non-paid articles released by press professionals: 20 in total ● Number of people reached by published press news and articles: 90.000 in total ● Number of press events clippings: 2 in total
WP3	<ul style="list-style-type: none"> ● Number of website programmed: 1 in total ● Number of languages the website is translate into: 2 in total ● Number of Social Media accounts opened for the programme: 2 in total ● Number of organic posts for social media accounts: 144 in total ● Number of monthly Editorial Calendars for content on social media: 60 in total ● Number of hours dedicated to community building and management: 144 in total 	<ul style="list-style-type: none"> ● Number of web&social media reports: 5 in total ● Number of visits to the programme's website: 38.000 ● Average engagement rate provided by Social Media posts: 0.2% on average ● Number of people who subscribed to receive the programme's digital communications: 1.500 in total ● Number of followers of Social Media accounts: 2.300 in total ● Number of people reached via Social Media posts: 280.000 in total ● Average number of video views for posts on social media: 170.000 in total
WP4	<ul style="list-style-type: none"> ● Number of Digital Media Plan: 5 in total ● Number of online campaigns created and launched during the implementation of the programme: 42 in total ● Number of call for influencers: 5 in total ● Number of banners and copies created for the ad campaigns: 130 in total 	<ul style="list-style-type: none"> ● Number of adv reports: 5 in total ● Number of impressions achieved by online ad campaigns: 1.500.000 in total ● Number of clicks achieved by online ad campaigns: 15.000 in total ● Number of influencers who participated in the programme's actions: 28 in total ● Number of target people effectively reached via the campaigns launched with programme influencers: 240.000 in total
WP5	<ul style="list-style-type: none"> ● Number of brand guides: 1 in total ● Number of video produced and edited for the programme: 3 in total ● Number of short videos adaptation clips: 8 in total ● Number of sustainable merchandise designed and produced: 2.400 in total 	<ul style="list-style-type: none"> ● Number of total video views from the programme's campaign: 40.000 in total ● Number of merchandise products disseminated among target audience: 2.400
WP6	<ul style="list-style-type: none"> ● Number of stands designed and produced for fairs: 3 in total ● Number of tasting samples prepared during fairs: 6.300 in total ● Number of professionals invited to participate in B2B meetings: 240 in total ● Number of samples prepared during B2B meetings: 240 in total 	<ul style="list-style-type: none"> ● Number of people reached via fairs: 6.000 in total ● Number of people reached with samples during fairs: 6.000 in total ● Number of professional attendees for B2B meetings: 200 in total ● Number of professional attendees reached with samples during B2B meetings: 200 in total
WP7	<ul style="list-style-type: none"> ● Number of supermarkets: 4 in total 	<ul style="list-style-type: none"> ● Number of tastings 4.500 in total
WP9	<ul style="list-style-type: none"> ● Number of evaluation reports: 3 in total. 	<ul style="list-style-type: none"> ● Best practices guidelines: 1 in total

Impact indicators		
Impact indicator description	Baseline	End of programme
Impact Indicator 1: Variation of people who have acquired new knowledge about the European fresh cherry sour and/or the promotion program.	<ul style="list-style-type: none"> Aligned with the Project Objective 2: to increase the awareness of the benefits of choosing EU products in order to promote a healthy lifestyle Baseline: TBD It will be established based on the data from the surveys carried out by the Evaluation Body in year 1 	<ul style="list-style-type: none"> 30% average increase in the programs target markets. Expected impact: 2.361.268 number of people
Impact Indicator 2: Variation of people who perceive European fresh cherry sour as high quality (average score greater than 7 out of 10).	<ul style="list-style-type: none"> Aligned with the Project Objective 2: to increase the awareness of the benefits of choosing EU products in order to promote a healthy lifestyle Baseline: TBD It will be established based on the data from the surveys carried out by the Evaluation Body in year 1 	<ul style="list-style-type: none"> 20% average increase in in the programs target markets. Expected impact: 2.361.268 number of people who changed their perception and improved their recognition.
Impact Indicator 3: Average sales variation in value of the program's target markets.	<ul style="list-style-type: none"> Aligned with the Project Objective 1: to increase the competitiveness and consumption of EU fresh fruit and vegetables by informing consumers about balanced and healthy dietary practices and specifically European cherries, thereby increasing the European market share in Spain, Sweden and Finland; Baseline: ROI 	<ul style="list-style-type: none"> Spain: Increase of consumption/production: +3,4% Volume, +9,4 Value EU Dimension (Including Sweden and Finland): +18,2% Volume, +20,5 % Value.

#\$PRJ-MGT-PM\$# #@FIN-MGT-FM@#

2.6 Cost effectiveness and financial management

This section will justify why the programme and all the activities proposed in it will be carried out in the most cost-effective way. For this purpose, this section will be divided into three sub-sections: operational capacity of the proposing organization, financial capacity and other aspects justifying the cost-effectiveness of the programme.

Financial capacity

First and foremost, pre-financing of the programme will be requested.

To guarantee the profitability of the campaign, there are two crucial moments to highlight:

- 1) The development of this proposal: profitability is one of the pillar criteria considered to write this proposal. The Valle del Jerte Cooperative Group has been implementing agri-food promotion campaigns since 2016, both with their own resources and financed by the European Union, so they know very well the cost of each of the work packages (always taking into account the variation that may have due to the selected country or

simply due to the passage of time). In this specific proposal, some decisions have been made in order to minimize the cost of the project. Some of them are mentioned below:

- A. Minimize travel to the destination country: in-person activities that require the presence of the proposing organization will be concentrated on one date.
 - B. Selection of the implementing agency: a single implementing agency will be subcontracted and will concentrate all work and costs. Furthermore, in the evaluation phase, profitability will be the most weighted criterion when selecting the agency.
 - C. Production of promotional materials: all materials will be produced in the first year of the program to reduce costs through the principle of economies of scale.
- 2) During the implementation of the project: profitability will be constantly monitored by the control area (see section 2.4), that is, in case there is any overvaluation, the team will make a budget adjustment to balance other undervalued activities or to increase its impact. These changes will be communicated to the REA and if necessary, an amendment will be carried out.

Regarding financial capacity, it is supported by both the beneficiary and the producer associations, through income that comes from their affiliated companies. Furthermore, they are non-profit organizations so all funds received are invested in promoting, enhancing, informing and safeguarding their sector as this proposal does. Therefore, with this income there is more than enough solvency to guarantee not only 20% of the costs of this program but also any other unforeseen expenses that may arise.

Operational capacity

The proposing organization has the appropriate professional qualifications and guarantees the technical (see section 2.3) and financial capabilities necessary for the full implementation of the project activities.

Other aspects that will ensure the effectiveness of the programme

These additional aspects that will ensure that every euro invested in the programme would have the greatest possible effect and the highest possible return include:

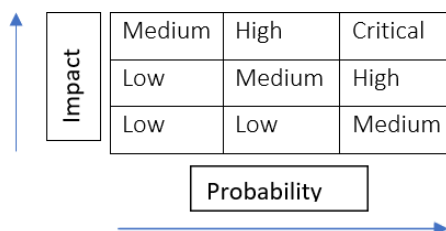
- Selection of the implementing body through a competition of agencies in which priority will be given, among other aspects, to the economic proposal proposed by the candidates, as well as to the management of the activities in order to choose the one that can provide the greatest profitability for this specific programme.
- Constant monitoring of the status of activities as well as the programme budget to ensure that everything is on schedule and in accordance with the programme proposal. In this regard, changes will be made when reasonable and appropriately justified.
- The actions proposed for this programme are based on market analysis and the objectives of the programme itself, and have therefore been proposed specifically to reach the target audiences in the best way and with the most efficient investment. In addition, each action will be adapted to each of the target countries in terms of language, lifestyle of each country, objectives of each country, etc.
- Regular reporting of results by the implementing body on the profitability and efficiency of the activities. The purpose of these reports is twofold: to observe whether the objectives for which the activity was conceived have been met and, on the other hand, to serve as an indicator to know whether it is worth repeating the activity the following year (or the same year in another country) that are already stipulated in the programme and therefore, in case it is decided to modify the activity, to have a real and anticipatory indicator.

#§FIN-MGT-FM§# #@RSK-MGT-RM@#

2.7 Risk management

When implementing the programme, there are risks that shall be considered and taken into account that may affect the correct execution of all actions described. This risk management strategy is considered essential by the beneficiary to ensure the effective project management and success of the promotion and information campaign. The Programme Manager is responsible for the success of this risk management system: first by sharing it with all stakeholders involved to keep them informed of all possible risks and how to deal with them and second, by scheduling an emergency meeting when required. In case of any other risk be identified during the analysis of the programme status, the schedules and scopes of deliverables or during the ongoing communication between stakeholders, this risk management system will be improved or modified and shared with all parties involved. It is important to have an overall view of the project in order to be able to predict all possible risks in any possible scenario.

The probability and likelihood of risks have been divided into three different categories: low, medium and high, following this matrix:



Risk No	Description	Work package No	Proposed risk-mitigation measures
1	<p>Regulatory & market-derived risks <u>Probability and Likelihood: Medium</u> New agreements, market conditions and regulations need to be considered:</p> <ul style="list-style-type: none"> • National specific regulations • Domestic restrictions and market policies that may affect the implementation of the programme such as travel restrictions, impossibility to offer tastings... • New consumer trends and habits due to logistic issues affecting prices • Climate risks affecting the market 	WP2, WP3, WP4, WP6, WP7	Counting on national experts on the markets, the consequences of those changes can be managed and evaluated in real time. Thanks to the periodical follow-up meetings, a real and updated overview of consumers' perception of the industry will be continuously monitored. If new consumer trends and habits are spread among the consumers of the target markets, the implementation of the programme itself will serve as a mitigation action to raise consumers' awareness and interest towards the product promoted.
2	<p>Covid-19 new wave <u>Probability and Likelihood: Low</u> The crisis protocols implemented to respond to the unexpected and unprecedented global pandemic that has affected the world during the past few years have proven to be effective in minimizing the consequences of a new wave.</p>	WP1, WP2, WP4, WP6, WP7	<p>Being our target markets inside the European Union, that gives the programme a high degree of control and calmness thanks to EU and local authority having the situation under control and their continuous monitoring measures.</p> <p>The Programme Executive Director will monitor any development of the overall post-pandemic situation.</p>
3	<p>Political risks <u>Probability and Likelihood: Low</u></p> <ul style="list-style-type: none"> • Political disturbances in target markets • Political closing of any of the target markets • Destabilization of agreements or sanctions on the target countries • New government policies towards the fruit and vegetables sector 	WP2, WP3, WP5, WP4, WP6, WP7	In case of severe political disturbances,, the consortium will rapidly contact the REA for guidance and support. Before doing so, a team of experts will evaluate how critical the situation is for the performance of the programme. If a political situation severely affects the implementation of the programme, all actions will be suspended and postponed. If needed, negotiations with local authorities will also be considered as a mitigating action.
4	<p>Financial risks <u>Probability and Likelihood: Low</u></p>	WP1,	Even though extensive research has been conducted to develop the current programme's budget, certain

	<ul style="list-style-type: none"> Expenses not forecasted and costs incurred that were not considered UE internal economic changes Unexpected low ROI on certain activities Rejection of costs, reduction of the grant resulting from the inappropriate performance of the programme. Lack of financial liquidity of the programme beneficiaries Currency risks 	<p>WP2, WP3, WP5, WP4, WP6, WP7</p>	<p>expenses and costs can differ from the action plan. This risk will be mitigated by holding periodical meetings where the overall financial and operative progress of the programme is evaluated. In case there is a need to evaluate a higher cost for certain assets, the Financial Coordinator will make sure that the best value for money is ensured by conducting further research. If there is an unexpected ROI from certain activities and a reallocation of budget is required, the consortium will schedule a meeting with the implementing body to evaluate the reasons behind the unexpected results and establish new mechanisms to ensure that KPIs and objectives are achieved.</p>
5	<p>Operative & technical risks <u>Probability and Likelihood: High</u></p> <ul style="list-style-type: none"> Implementing Body not being able to provide high quality execution of actions Changes in the team designated for project management and project leadership Subcontracting process not being executed in a timely manner Dissolution of the Implementing Body Last-minute cancellation of certain activities Delay in the implementation of certain activities Delay in providing the reporting necessary Inadequate planning including timing and work plans Force Majeure 	<p>WP1, WP2, WP3, WP5, WP4, WP6, WP7</p>	<p>In order to avoid any implementing inadequacies, the action plan and timing will be shared with the beneficiary and the selected Implementing Body as soon as the kickoff meeting takes place. If there's a change in the designated team for the project, the beneficiary is responsible for the transition of responsibilities and documents. In case of bankruptcy or dissolution of the Implementing Body, the Project Manager will quickly open a new open tender following the correct procedure to select a new one by the designated quorum. In case of cancellation and delay of certain activities due to force majeure, the consortium representatives will assess and evaluate the possibility of postponing its execution and the impact of the change in the overall performance of the programme.</p>
6	<p>Logistic risks <u>Probability and Likelihood: Medium</u> This category includes problems arising from the execution of activities where external suppliers are involved such as unforeseen events related to suppliers, delays in deliveries or cancellation.</p>	<p>WP2, WP5, WP4, WP6, WP7</p>	<p>These types of risks will be avoided through the advance organization of activities, an action calendar will be established in advance, which will include all the work to be carried out and their delivery times. If problems of this type arise despite this, the activity plan will be restructured or the dates will be changed – whenever possible. Furthermore, in the event of non-compliance on the part of a supplier, the contract would be terminated immediately, seeking a replacement in the shortest possible time and thus avoiding effects on the development of the program.</p>

#§RSK-MGT-RM§# #§QUA-LIT-QL§# #@IMP-ACT-IA@#

3. IMPACT

3.1 Impact and expected return

First, the benefits of the programme in the short, medium and long term are to be detail.

Target Countries Exports

In order to estimate the impact of this programme on demand, we have taken into account the evolution of cherries exports aggregate from Spain, Sweden and Finland to EU27 (in € and Kilograms). We have also taken into account the below factors to estimate both the market trends for the three years in which the programme would be implemented (2025, 2026 and 2027) and the impact that this programme can have in this market.

- Consumption of cherries among EU27 consumers
- The impact of the programme on increasing demand through its increasing recognition of the sustainability of the European cherries among EU27 consumers.

- Increasing EU27 consumer interest in cherries.
- Total Spanish sales of cherries

Having seen the premises on which the market and the programme are founded, we will now analyze how the exports to EU27 and sales of the proposing organization would evolve, both with current market trends and with the implementation of the programme.

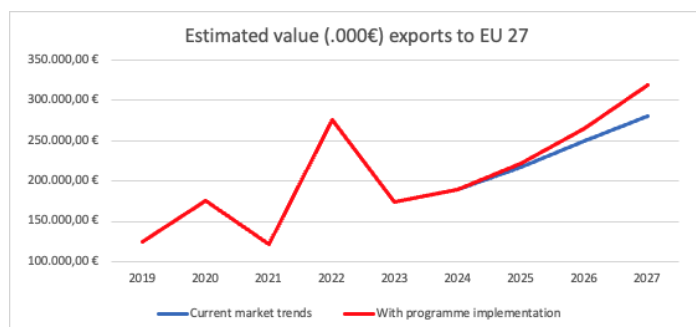
Member State exports to the UE27 with current market trends									
	2019	2020	2021	2022	2023	2024	2025	2026	2027
Volume (kilograms)	72.561	58.584	39.342	96.015	51.363	71.982	78.908	89.023	110.134
% evolution		-19,3%	-32,8%	144,1%	-46,5%	40,1%	9,6%	12,8%	23,7%
Value (.000€)	125.190 €	175.212 €	121.680 €	275.184 €	174.369 €	189.765 €	217.673 €	250.087 €	279.766 €
% evolution		40,0%	-30,6%	126,2%	-36,6%	8,8%	14,7%	14,9%	11,9%

Source: ITC calculations based on Eurostat statistics + own estimations based on current market trend

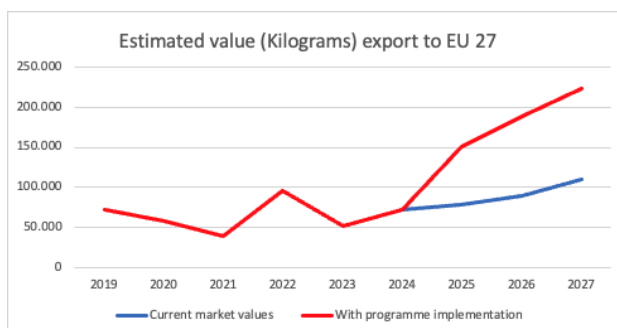
Member State exports to the UE2 with the programme implementation									
	2019	2020	2021	2022	2023	2024	2025	2026	2027
Volume (kilograms)	72.561	58.584	39.342	96.015	51.363	71.982	150.987	189.092	223.432
% evolution		-19,3%	-32,8%	144,1%	-46,5%	40,1%	109,8%	25,2%	18,2%
Value (.000€)	125.190 €	175.212 €	121.680 €	275.184 €	174.369 €	189.765 €	221.423 €	265.098 €	319.322 €
% evolution		40,0%	-30,6%	126,2%	-36,6%	8,8%	16,7%	19,7%	20,5%

Source: ITC calculations based on Eurostat statistics + own estimations based on the programme's potential impact

Cherries exports to the EU27 from the 3 countries involved in the programme for the years in which the programme would be implemented (2025, 2026 and 2027) would amount to a total of 217, 250 and 279 million € respectively, following current market trends. On the other hand, with the implementation of the programme, these export figures would amount to 221, 265 and 318 million € respectively. Therefore, as can be seen more visually in the following graph, the implementation of the programme would help to further boost cherries exports from the target countries to the EU27. In fact, the year-on-year evolution of exports would be 16.7%, 19.7% and 20.5% by 2025, 2026 and 2027 against 14.7%, 14.9% and 11.9% in the absence of this programme. In short, for the year 2025, the benefits that would be obtained from the implementation of the programme compared to the figures that would be obtained if it were not carried out is 4 million €. As for the year 2026 and 2027, the impact of the programme would reach 15 and 40 million € respectively. In total the programme would have an economic impact of approximately 60 million € at the end of the promotion and communication activities included in this proposal (see table below).



The chart below, shows the evolution of exports to the EU27 in Kilograms. We see a correlation with the estimated value of exports (in €). Meaning that, the implementation of the programme would have a positive impact on the total exports in monetary terms and in kilograms.



Finally, the Return on investment is calculated as the profit per each euro of investment, obtaining a ROI of approximately 78 € per EURO invested. Meaning that, for an investment of 750.000€ there will be a profit of approximately 60M€.

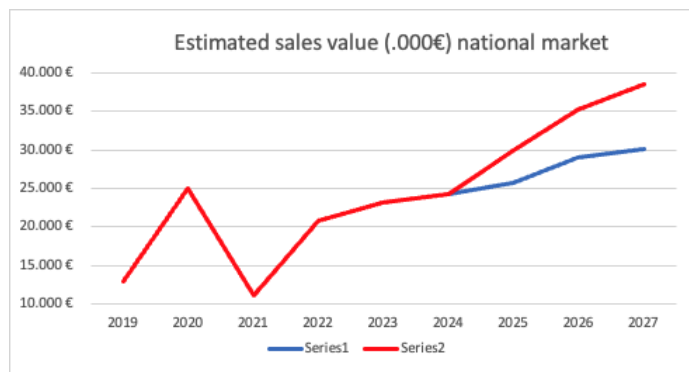
ROI in monetary terms		
Programme investment	Profit of the programme	ROI
750.507,00 €	58.317.000,00 €	77,70 €

On the other hand, using the data mentioned above (in terms of internal market sales for Spanish market) we see how the implementation of the programme would affect the proposing organization sales.

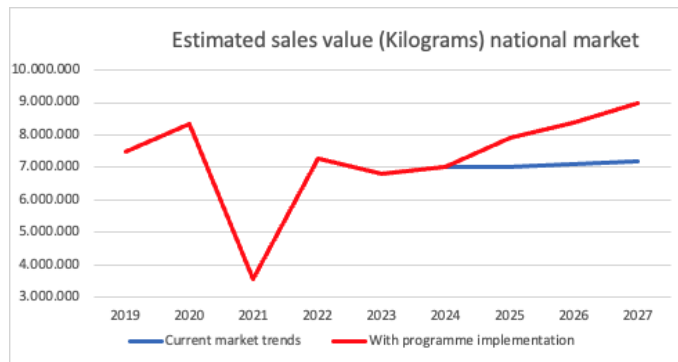
Proposing organizations estimated sales with current market trends									
	2019	2020	2021	2022	2023	2024	2025	2026	2027
Volume (kilograms)	7.508.016	8.339.355	3.565.387	7.256.543	6.819.478	6.999.876	7.013.244	7.123.421	7.189.098
% evolution		11,1%	-57,2%	103,5%	-6,0%	2,6%	0,2%	1,6%	0,9%
Value (.000€)	12.954 €	24.941 €	11.027 €	20.798 €	23.151 €	24.334 €	25.665 €	29.087 €	30.087 €
% evolution		92,5%	-55,8%	88,6%	11,3%	23,0%	9,0%	13,3%	3,4%

Proposing organizations estimated sales with current market trends with the programme implementation									
	2019	2020	2021	2022	2023	2024	2025	2026	2027
Volume (kilograms)	7.508.016	8.339.355	3.565.387	7.256.543	6.819.478	6.999.876	7.934.321	8.400.243	8.964.530
% evolution		11,1%	-57,2%	103,5%	-6,0%	2,6%	13,3%	5,9%	6,7%
Value (.000€)	12.954 €	24.941 €	11.027 €	20.798 €	23.151 €	24.334 €	29.876 €	35.223 €	38.545 €
% evolution		92,5%	-55,8%	88,6%	11,3%	5,1%	22,8%	17,9%	9,4%

If we look at the tables and chart, we see how the implementation of the programme would increase the sales by 22.8%, 17.9% and 9.4% for the years 2025, 2026 and 2027 respectively. Whereas without the implementation these changes would be 9% 13.3% and 3.4%.



Similarly, we see an increase on the estimated sales values (in kilograms) in the Spanish market as a consequence of the programme implementation (see chart below).



We calculate a ROI for the proposing organization of 25€, meaning that for each euro invested there would be a benefit of 25€ related to internal market sales. In total, for an investment of 750.000€ there would be a benefit of 18M€ coming from the internal market.

ROI in monetary terms		
Programme investment	Profit of the programme	ROI
750.507,00 €	18.805.000,00 €	25,06 €

#SIMP-ACT-IA# #@COM-DIS-VIS-CDV@

3.2 Communication, dissemination and visibility

Communication, dissemination and visibility of funding

Not applicable

#§COM-DIS-VIS-CDV§# #@SUS-CON-SC@#

3.3 Sustainability and continuation

This programme is of vital importance for the European cherry sector and therefore the long-term impact that is expected to have on the overall European fruit and vegetables sector, in addition to the positive impact on the proposing organization, is clear. The objectives achieved with the EU PICOTA CHERRIES Programme in 2021 and PICOTAS_4UK Programme in 2022 have prompted it to continue working for the promotion of European cherry products, thus the EU funding stays as a priority in order to achieve the sector objectives on any form of sustainability (environmental, economic and social sustainable goals). Having explained its importance for the sector, it is now key to highlight how the proposing organization will guarantee the sustainability of the programme after the EU funding ends. Without any doubt, there is a need to always look forward to the future from the very moment that the action is conceived. For this reason, a sustainability plan has been created based on the vision that the proposing organization has for the sector, their own local cooperatives and, of course, the European agri-food sector. This sustainability plan is founded on three principles:

- Scalability: the programme aims to identify new approaches to expand the scope of operation to have the maximum impact (e.g.: use the knowledge and data to approach other geographical areas or new target groups; use the gathered data for their use in other promotion projects working in similar contexts).
- Maintainability: the programme is structured in such a way that it promotes the review of what worked, the refinement of what needs modification and the renewal of what needs expansion. This principle allows our programme to cope with the changing environment in the foreseen future.
- Manageability: the programme is organized in such a way that the organizational structure and internal communications plan facilitate overall management and enhance sustainability.

This plan covers all actions that prepare the proposing organization for a future scenario where there is no EU funding and where the continuation of the positive impacts achieved during the implementation period are secured. The sustainability action has been divided into: financial sustainability, organizational sustainability and European agri-food sustainability.

Financial sustainability

- a) The association is committed to provide enough private funding or to apply for other public funding opportunities to keep the campaign running to the greatest extent possible due to the importance of the promotion of this topic for the beneficiary.
- b) Likewise, our commitment to a long-term impact, will also be materialized in the sense of financial investment. Once we acquire more knowledge about the promotion and information actions that create the most return on investments and better results, the proposing organization will most likely continue the campaign with internal funding. Thanks to previous campaigns and experiences, the proposing organization agrees that, once the EU co-financing support ends, it will certainly continue running digital campaigns since those are the ones that are easier to optimize daily and continuously based on real-time data.
- c) Since all the stakeholders (cooperatives) of the proposing organization have been involved in the programme since its birth, they will be most likely invested in continuing their financial support to increase the possible impact.
- d) After the initial investment made during the EU PICOTA CHERRIES Programme in 2021 and PICOTAS_4UK Programme in 2022 of acquiring a good database of key opinion leaders, industry professionals and health-focused consumers, the organization now has the interest in continuously cultivating this contact with the most important players in the future of the fruit and vegetables sector thus expanding its network in the sector also in the target countries of Sweden, Finland and Spain.
- e) Since there are some online platforms (web, social media) whose setup will be covered by the programme's co-financing but whose use is free of charge, the proposing organization has the intent on keeping them open and updated. Furthermore, the communities that have been built around the programme will still be updated with news and relevant information.

Organizational sustainability

- a) The proposing organization, once the programme ends, is very much interested in the continuation of the promotion campaign. All cooperatives share their willingness to take up the challenge and demonstrate that the European cherry sector is already working hard on designing a fair, healthy and environmentally friendly European food system.
- b) Besides, if there will be new challenges that the fruit and vegetables sector will face with regards to sustainability, after the programme the proposing organization will continue to negotiate and open discussions with local authorities to find solutions to reconcile the sector and the need for more balanced and healthy diets.

One example could be that, once the co-funding ends, the organization will keep tackling the challenges posed by climate change by ensuring that national policies are aligned with the sector viability and standards.

- c) Having a well-structured decision-making and quality-control managerial team will guarantee that all challenges and new methodologies get well documented. This information will provide an extraordinary knowledge base that will be used to develop new tools and communication techniques that, once the programme ends, will allow the sector to face the challenges that the future consumer will put on the sector.
- d) The impact that has been estimated for the programme has taken into consideration baselines and future outcomes that are aligned with the current market trends and economic effort allocated to it. Having a clear vision of the starting point and the end goal, in addition to the commitment and dedication that the partners have already shown on the ambitious yet needed change to a healthier society, already proves that the impact will be sustainable in the long-term.

European agri-food sustainability

- a) This programme is expected to serve as an example to other fruit and vegetables key players in the sector, giving rise to innovative and new sustainable cherry production methods. It aims to bring awareness not only to consumers in terms of healthy dietary best practices but also to other cherry sector leaders, encouraging them to pursue the highest standards of food safety, environmental protection and, ultimately, an enhanced European Green Deal and healthy and sustainable European economy.
- b) Thanks to the programme, the target audience will be sensitized about the benefits and merits of consuming European sustainable cherries for both their health and the environment. This process will provide the opportunity to work with other European fruit and vegetables advocates or ambassadors who will already be aware of how the European fruit and vegetables sector is already committed to create the most sustainable future for everyone.
- c) The results extracted from the execution of the action plan are expected to serve as key lessons for the proposing organization and for the European cherry sector in general on how to communicate the good work that the sector is already doing to the public in general. This learning experience will not only encourage others to turn their focus to sustainable strategies, but also will open a new era for the cherry production industry.

This sustainability plan has been defined with all WPs and the foreseen future of the proposing organization in mind. Thanks to this sustainability plan, the action plan contains a comprehensive set of activities, all of which are defined to keep the vision alive in the long-term and to support the scaling of the potential results achieved.

#§SUS-CON-SC§#

#@WRK-PLA-WP@#

4. WORK PLAN, WORK PACKAGES, ACTIVITIES, RESOURCES AND TIMING

4.1 Work plan

List of Work Packages to be carried out for this Programme:

- WP1 – Project Coordination
- WP2 – Public Relations
- WP3 – Website & Social Media
- WP4 – Advertising
- WP5 – Communication Tools
- WP6 – Events
- WP7 – POS

4.2 Work packages, activities, resources and timing

Work Package 1

Work Package 1: Project coordination

Activity 1: Project Coordination. In order to efficiently and successfully implement this promotion programme, continuous coordinating tasks are necessary. Dedicated staff will supervise and coordinate the implementation of planned activities in a timely manner as well as the achievement of objectives and compliance with the budget. They will also be responsible for implementing risk management measures aimed at preventing any risks to the proper execution of the project. The project coordination will require good and clear daily communication, good understanding of deliverables and payment to achieve the cost effectiveness of this proposal. Confidentiality level: Sensitive

Duration:	M1 – M36	Lead Beneficiary:	ACVJ
-----------	----------	-------------------	------

- This work package is linked to Objectives 1 and 2

Task No	Task Name	Description (including target country/cities)	Participants		In-kind Contributions and Subcontracting
			Name	Role	
1.1	General Coordination. General Project manager	This activity will be directly related to the tasks needed to fulfil the objectives that the delegate will deliver both to the Board of Directors of the Proposing Organization and to the Implementing Body, with a final evaluation	ACVJ	COO & BEN	NO

		indicating which objectives have been met and the degree of compliance.																																																					
1.2	Other costs	This section covers flights, accommodation, per diem and transportation of the proposing organization's managers. These trips are motivated to control that the management of the activities is aligned with the main objectives of the program and that it respects the principles of sustainability in terms of economy, society and environment.	ACVJ	COO & BEN	NO																																																		
Timeline		YEAR 1	YEAR 2		YEAR 3																																																		
Outputs		<p>SPAIN Number of coordination trips taken for inception meeting: 1 Number of coordination trips taken: 1</p> <p>SWEDEN Number of coordination trips taken for inception meeting: 1 Number of coordination trips taken: 1</p>	<p>SPAIN Number of coordination trips taken: 1 Other trips: 1</p> <p>SWEDEN Number of coordination trips taken: 1</p> <p>FINLAND Number of coordination trips taken for inception meeting: 1 Number of coordination trips taken: 1</p>		<p>SPAIN Number of coordination trips taken: 1</p> <p>FINLAND Number of coordination trips taken: 1</p>																																																		
Estimated budget		<table border="1"> <tr> <td>Coordinator</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Project Manager</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Project Manager</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="5" style="text-align: right;">Inflation</td> </tr> <tr> <td colspan="2"></td> <td></td> <td>0,00%</td> <td>4,00%</td> <td>4,00%</td> </tr> </table> <table border="1"> <tr> <td colspan="2">External support</td> <td colspan="2" style="text-align: center;">Y1</td> <td colspan="2" style="text-align: center;">Y2</td> <td colspan="2" style="text-align: center;">Y3</td> </tr> <tr> <td colspan="2">Financial Support</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="2"></td> <td colspan="2" style="text-align: right;">Inflation</td> <td></td> <td>0,00%</td> <td>4,00%</td> <td>4,00%</td> </tr> </table>				Coordinator					Project Manager					Project Manager					Inflation								0,00%	4,00%	4,00%	External support		Y1		Y2		Y3		Financial Support										Inflation			0,00%	4,00%	4,00%
Coordinator																																																							
Project Manager																																																							
Project Manager																																																							
Inflation																																																							
			0,00%	4,00%	4,00%																																																		
External support		Y1		Y2		Y3																																																	
Financial Support																																																							
		Inflation			0,00%	4,00%	4,00%																																																

	SWEDEN. YEAR 2. Sponsorship Nórdico 2/evento distribuidor Nórdico 2				
	Pax	Days	Unit Price	Total per trip 2 Year 2	
	Airport Transfer				
	Flights				
	Hotel				
Total for the Work Package					

Work Package 2: Public Relations

Activity 1: Press Events. The goal of press events is to bring together key representatives of the local and international press for each target market in a global strategy. They will all be invited to join a press event meeting where they are given first-hand information on the Programme and they will also be able to further discuss through a round of personal interviews with the representatives of the program for the subsequent publication of the information on local news and post reports. They will also be given visual and photographic material for that purpose. Two (2) in-person Press Events will be launched in Spain (1 in Year 1 and 1 in Year 3), in order to inform relevant press professionals about the launch of the program in year 1 and its importance and to inform them about the results at the end of year 3. To arrange this activity it would

be rented a press venue where the speakers will attend the visitors who will be invited by a call for press, the duration of the activity would be a minimum of 1 hour including a concrete program.					
Duration:	M3 – M34	Lead Beneficiary:	ACVJ		
<ul style="list-style-type: none"> This work package is linked to Objectives 1 and 2 					
Task No	Task Name	Description (including target country/cities)	Participants		In-kind Contributions and Subcontracting
			Name	Role	
2.1.	Call for press	Launch and Follow up of call, confirmation of participants.	ACVJ	COO & BEN	NO IN-KIND CONTRIBUTIONS, YES SUBCONTRACTING S2.1
2.2.	Press releases	Control and supervision, localization of press releases to local language, control and supervision, localization of press releases to local language.	ACVJ	COO & BEN	NO IN-KIND CONTRIBUTIONS, YES SUBCONTRACTING S2.2
2.3.	Clipping	Follow up to the media, press clippings per action.	ACVJ	COO & BEN	NO IN-KIND CONTRIBUTIONS, YES SUBCONTRACTING S2.3
2.4	Technical support	Planning and setting up the event. Select a Room rental, coordination at the event.	ACVJ	COO & BEN	NO IN-KIND CONTRIBUTIONS, YES SUBCONTRACTING S2.4
Timeline		YEAR 1	YEAR 2	YEAR 3	
Outputs		SPAIN Number of press kits designed: 1 Number of press releases: 1 Number of offline press events: 1 Number of press professionals invited to participate in offline press event: 40	n/a	SPAIN Number of press kits designed: 1 Number of press releases: 1 Number of offline press events: 1 Number of press professionals invited to participate in offline press event: 40	

Estimated budget	PRESS EVENTS		Unit	Price	Total Year 1	Total Year 3 (+8%)
	Room rental	1	1.500 €	1.500 €	1.622 €	
	Catering	20	20 €	400 €	433 €	
	Call for press	1	2.000 €	2.000 €	2.163 €	
	Food experts & sustainability expert services	2	700 €	1.400 €	1.514 €	
	Presskit Design and print	20	30 €	600 €	649 €	
	Delivery of materials	1	250 €	250 €	270 €	
	PR Services (Support and clipping)	1	2.000 €	2.000 €	2.163 €	
	Implementing body	13%		1.060 €	1.146 €	
	TOTAL				9.210 €	9.961 €
Total for the Work Package	EUR 9.210	EUR – n/a	EUR 9.961			

Work Package 3: Website and Social Media

Activity 1: Website. For the 3-year European cherry promotion programme, we'll launch a generic website in Spanish, translating it to English for Sweden and Finland in years 2 and 3, emphasizing the product's health benefits while conveying an inspirational message blending concepts such as sustainability, women, rural tradition and history of Valle del Jerte. The website will be conceptualised as a community platform where information is shared but also where consumers can interact with our programme and a community is created. Additionally, we'll create 7 landing pages over 3 years to complement the overall strategy aiming to broaden our audience, foster engagement, and build a #cherrylovers community. In Spain, we'll create 5 B2C-targeted landing pages, while in Sweden and Finland, we'll have 1 landing page each, focusing on B2B. Each of them will promote different assets. Website would be a cross border activity linked to Social Media and Online Ads.

Duration: M1 – M36 Lead Beneficiary: ACVJ

- This work package is linked to Objectives 1 and 2

Task No	Task Name	Description (including target country/cities)	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	

3.1.1	Website setup, updating and maintenance.	Domain, hosting, development, design, and programming of websites in WordPress, PHP and MySQL in order to have a platform that allows us to share content in the official languages of the target markets. It will be a responsive website on mobile and desktop. This web will be dedicated exclusively to this campaign and will always be in agreement with the identity of the program. The Web will also contain a blog that will be updated in real time with the actions carried out in every target country.	ACVJ	COO & BEN	NOT IN-KIND CONTRIBUTIONS SUBCONTRACTING ALL TASK PERFORMED S3.1.1 S3.1.2 S3.1.3
3.1.2	Update and Maintenance	Management, supervision, maintenance and upload and update content to the platform.	ACVJ	COO & BEN	
3.1.3	Technical support	Includes a set of images related to the actions that are developed. We will work on SEO positioning and all the content of the blog will be uploaded in English and into the local language of the beneficiary and target countries involved.	ACVJ	BEN	
Timeline		YEAR 1	YEAR 2		YEAR 3
Outputs		SPAIN Number of webs programme: 1 Number of languages the web is translated into: 1	SPAIN Number of webs programme: 1 Number of languages the web is translated into: 1 SWEDEN Number of webs programme: 1 Number of languages the web is translated into: 1	FINLAND Number of webs programme: 1	

Estimated budget	WEBSITE			
	Unit	Price	Total Year 1	Total Year 2 (+4%)
	1	6.000 €	6.000 €	
	1	800 €		
	1			
Subtotal for activity 1	EUR 11.922	EUR 5.301	EUR 5.513	

Work Package 3.2: Website and Social Media

Activity 2: Social Media. The main goal of social media accounts is to serve as medium of engagement with our audience through informative and interactive content. Within our social media strategy, we'll set up 2 Instagram accounts (Spanish & English) and we'll organize content into distinct categories: programme-related content, interactive content, and educational content. Programme-related posts will focus on European cherries as a healthy snack. Interactive content will feature polls, quizzes, and games to enhance engagement and entertain our audience (via stories). Additionally, educational content may include infographics, carousels with fun facts, and cooking tips. We'll also include recipe content to encourage our audience to incorporate cherries into their meals more often as a healthy snack. The overall social media strategy will be described in the monthly Editorial Calendar and there will be a monthly ongoing activity for the Banner design & Copies' adaptations for the whole duration of the programme. This activity is linked to WP3 Website, WP4 Online Advertising as we'll also incorporate real-time marketing content, WP4 Influencer collaboration as the influencer-generated content (IGC) will align with the aforementioned strategies and be included in our content calendar, WP6 Events as content will be published before, during and after each event in the social media channels to establish a connection between all platforms and online-offline actions also using UGC (user-generated content) to enrich our channels.

Duration:	M1 – M36	Lead Beneficiary:	ACVJ
-----------	----------	-------------------	------

- This work package is linked to Objectives 1 and 2

Task No	Task Name	Description (including target country/cities)	Participants		In-kind Contributions and Subcontracting
			Name	Role	
3.2.1	Social Media Account Set up	Setup of social media accounts on specific platforms selected in order to be able to reach	ACVJ	COO & BEN	NOT IN-KIND CONTRIBUTIONS

		all target groups with 2 languages, following a common strategy with local adaptations.			SUBCONTRACTING ALL TASK PERFORMED S3.2.1 S3.2.2 S3.2.3 S3.2.4
3.2.2	Banner Design & Copies	Design of banners adapting the image and the message to every social media network including copies regarding the message of the Editorial Calendar following the main strategy.	ACVJ	COO & BEN	
3.2.3	Community Management	Daily Interaction with the community posting and interacting through contests, and other methods of engagement.	ACVJ	COO & BEN	
3.2.4	Technical support	Technical support in coordination of the right strategy, methodology, objectives, and daily work.	ACVJ	COO & BEN	
Timeline		YEAR 1	YEAR 2	YEAR 3	
Outputs		<p>SPAIN</p> <p>Number of Social media accounts opened for the programme: 1</p> <p>Number of organic posts for Social Media accounts: 24</p> <p>Number of monthly Editorial Calendar for content on social media accounts: 12</p> <p>Number of hours dedicated to community building and management: 48</p>	<p>SPAIN</p> <p>Number of Social media accounts opened for the programme: 1</p> <p>Number of organic posts for Social Media accounts: 24</p> <p>Number of monthly Editorial Calendar for content on social media accounts: 12</p> <p>Number of hours dedicated to community building and management: 30</p> <p>SWEDEN</p> <p>Number of Social media accounts opened for the programme: 1</p> <p>Number of organic posts for Social Media accounts: 24</p> <p>Number of monthly Editorial Calendar for content on social media accounts: 12</p> <p>Number of hours dedicated to community building and management: 18</p>	<p>SPAIN</p> <p>Number of Social media accounts opened for the programme: 1</p> <p>Number of organic posts for Social Media accounts: 24</p> <p>Number of monthly Editorial Calendar for content on social media accounts: 12</p> <p>Number of hours dedicated to community building and management: 30</p> <p>FINLAND</p> <p>Number of Social media accounts opened for the programme: 1</p> <p>Number of organic posts for Social Media accounts: 24</p> <p>Number of monthly Editorial Calendar for content on social media accounts: 12</p> <p>Number of hours dedicated to community building and management: 18</p>	

Estimated budget			
Subtotal for activity 3.2	EUR 9.989	EUR 10.200	EUR 10.608
Total for the Work Package	EUR 21.911	EUR 15.502	EUR 16.122

Work Package 4: Advertising

Activity 4.1: Online. A unique digital media plan for each target country will be developed and an announcement to launch the campaigns will be made. This plan will cover the most effective way to run online campaigns in order to reach the highest number of target final consumers possible. These campaigns will support the reinforcement of the message and content of the present proposal in markets where the use of digital devices is high. The overall annual budget for display advertising would be then distributed to the different campaigns based on the media plan developed taking care of the main cross over online channels as Social Media Online advertising and Website & SM. We will utilize Meta's extensive targeting options to reach users based on criteria such as interests and behaviors, specifically those interested in recipes, food, fruits and the gastronomic world in general. Meta is a powerful tool for reaching our target group audience through targeted advertising and engaging content tailored to their interests and needs. This ensures that our ads are displayed to the most relevant audience segment, such as people interested in gastronomy for Spain and chefs, or journalists specialized in the food industry for Sweden and Finland. Once we have established a custom audience, we will create lookalike audiences to reach new users who share similar characteristics and behaviors with our existing customer base. This activity, together with influencer advertising, will serve as a very powerful tool to disseminate the Union's message, reaching a very high number of people with a very cost-effective approach.

Duration:	M3 – M34	Lead Beneficiary:	ACVJ
-----------	----------	-------------------	------

- This work package is linked to Objectives 1 and 2

Task No	Task Name	Description (including target country/cities)	Participants		In-kind Contributions and Subcontracting
			Name	Role	

4.1.1	Digital Media Plan (Campaign Design)	The Digital media plan will include all display and social advertising campaigns to be launched. This plan is linked to WP3 (some traffic from digital campaigns will be directed to the website) and to WP6 (the campaigns are directly based on events to ensure that visibility of events is increased both during pre-event and post-event times). For this purpose, alignment between offline and online promotion and informative campaigns is crucial.	ACVJ	COO & BEN	NOT IN-KIND CONTRIBUTIONS SUBCONTRACTING ALL TASK PERFORMED S4.1.1 S4.1.2 S4.1.3 S4.1.4
4.1.2	Monthly Social Media Investment	A monthly ongoing activity of investment in SEM (Google Ads and programming) will be carried out for the promotion of all assets of digital ecosystem created to redirect traffic to website and social media channels as well as increasing it. This will be carried out for Y1, Y2, Y3.	ACVJ	COO & BEN	
4.1.3	Banner & Copy Design	Design and copywriting of 130 (in total for all Programme's duration) banners per campaign adapting the visual design and the message to the channel (display and social media). The design and copy shall be aligned with the programme communication strategy.	ACVJ	COO & BEN	
4.1.4	Technical support: Digital campaign launch, optimization and monitoring	Setup of campaign, supervision that the digital advertising plan is followed, as well as technical campaign optimizations to ensure that target audience is reached and KPIs are achieved.	ACVJ	COO & BEN	
Timeline		YEAR 1	YEAR 2		YEAR 3
Outputs		SPAIN Number of digital media plan: 1 Number of online campaigns created and launched: 10	SPAIN Number of digital media plan: 1 Number of online campaigns created and launched: 10		SPAIN Number of digital media plan: 1 Number of online campaigns created and launched: 10

	Number of banners and copies created for the ad campaigns: 30	Number of banners and copies created for the ad campaigns: 30 SWEDEN Number of digital media plan: 1 Number of online campaigns created and launched: 6 Number of banners and copies created for the ad campaigns: 20	Number of banners and copies created for the ad campaigns: 30 FINLAND Number of digital media plan: 1 Number of online campaigns created and launched: 6 Number of banners and copies created for the ad campaigns: 20		
Estimated budget					
Subtotal for activity 1	EUR 9.967	EUR 10.365	EUR 10.780		
and					
Work Package 4.2: Advertising					
<p>Activity 2: Influencers. They are nowadays one of the most powerful sources of information for decision-making purposes, mainly for consumers of all ages and specially for younger generations who have them as role models. Their lifestyle is followed, viewed and copied by consumers, turning them into a great communication tool for our Union’s message on healthy lifestyle and dietary habits. By collaborating with influencers the message will be spread and reinforced and the visibility of the campaign will be boosted. Influencers will be selected based on their profile, type and engagement of followers, sustainability values and communication channels.</p>					
Duration:	M3 – M34	Lead Beneficiary:	ACVJ		
<ul style="list-style-type: none"> This work package is linked to Objectives 1 and 2 					
Task No	Task Name	Description (including target country/cities)	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role	

4.2.1	Call for influencers	1Launch of the call for the participation in the program to the main selected influencers for Spain (Y1, Y2, Y3), Sweden (Y2), Finland (Y3).	ACVJ	COO & BEN	NOT IN-KIND CONTRIBUTIONS SUBCONTRACTING ALL TASK PERFORMED																									
4.2.2	Technical support – Contract, product sample buying and shipping	Managing and contracting of the services of each influencer to comply with the regulations and convey the appropriate message as well as technical support in daily work, coordination of the right strategy, objectives and the product sample buying and shipping.	ACVJ	COO & BEN																										
4.2.3	Monitoring and clipping of publications.	Report including reach, impact and improvements.	ACVJ	COO & BEN																										
Timeline		YEAR 1	YEAR 2		YEAR 3																									
Outputs		SPAIN Number of call for influencers: 1	SPAIN Number of call for influencers: 1 SWEDEN Number of call for influencers: 1	SPAIN Number of call for influencers: 1 FINLAND Number of call for influencers: 1																										
Estimated budget		<table border="1"> <thead> <tr> <th>ONLINE ADVERTISING - INFLUENCERS</th> <th>Pax</th> <th>Unit Cost</th> <th>Total Year 1</th> <th>Total Year 2</th> </tr> </thead> <tbody> <tr> <td>Influencer Budget per month</td> <td>12</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Product sample buying and shipping</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Influencer Coordination per month</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Implementing body</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				ONLINE ADVERTISING - INFLUENCERS	Pax	Unit Cost	Total Year 1	Total Year 2	Influencer Budget per month	12				Product sample buying and shipping					Influencer Coordination per month					Implementing body				
ONLINE ADVERTISING - INFLUENCERS	Pax	Unit Cost	Total Year 1	Total Year 2																										
Influencer Budget per month	12																													
Product sample buying and shipping																														
Influencer Coordination per month																														
Implementing body																														
Subtotal for activity 2		EUR 20.340	EUR 21.154		EUR 22.000																									
Total for the Work Package		EUR 30.307	EUR 30.307		EUR 32.780																									

Work Package 5: Communication tools					
<p>Activity 5.1: Merchandising and promotional material. This is an important element of the above-mentioned informative program. This material is intended to be used as a reminder of the program goals: increase awareness in the target countries as well as increase preference for EU products. They are also aimed to be used as a visual aid for other promotional events and activities to make it easier for consumers and professionals to recognize the Union quality message and the identity of the whole program. (Design and production of all promotional materials is to be carried out during the first year of the program to reduce costs). The tools that will be produced are: 600 notebooks, 600 pens, 600 totebags, 600 “other merch” which can be all merchandise tools suitable for this activity (for example: stickers, keychains, etc.).</p>					
Duration:	M1 – M12	Lead Beneficiary:	ACVJ		
<ul style="list-style-type: none"> This work package is linked to Objectives 1 and 2 					
Task No	Task Name	Description (including target country/cities)	Participants		In-kind Contributions and Subcontracting
			Name	Role	
5.1.1	Design of material	Design of material for Beneficiary validation of materials.	ACVJ	COO & BEN	NOT IN-KIND CONTRIBUTIONS SUBCONTRACTING ALL TASK PERFORMED S5.1.1 S5.1.2 S5.1.3
5.1.2	Production of Material	Production of materials aligned with the campaign message, the project objectives and the target markets.	ACVJ	COO & BEN	
5.1.3	Transport of Material	Transport from the factory to the main storage of the beneficiary.	ACVJ	COO & BEN	
Timeline		YEAR 1	YEAR 2		YEAR 3
Outputs		SPAIN Number of sustainable merchandise designed and produced: 2.400	n/a		n/a

Estimated budget	PRODUCTION		Unit Cost	Total Year 1	
	Other	600	7,00 €	4.200 €	
	Notebooks	600	3,40 €	2.040 €	
	Pens	600	1,50 €	900 €	
	Tote Bags	600	3,80 €	2.280 €	
	Transport			1.000 €	
	Implementing body	13%		1.355 €	
				TOTAL	11.775 €
Subtotal for activity 1	EUR 11.775	EUR n/a	EUR n/a		
Work Package 5: Merchandising and promotional material					
<p>Activity 5.2: Campaign design. Developing a full storytelling around the campaign and the EU high quality standards message is key in order to reach our target audience, raise awareness and also making our target consumers choose EU products when grocery shopping. It allows the beneficiary to build up a strong and coherent communication strategy that unify and strengthen the message in all target markets. In this sense this proposal shows several mock-ups aimed at supporting the programme’s goals but that will be revisited and developed according to the needs of the beneficiary once the programme starts its implementation process. This activity is linked to the rest of activities in this proposal and therefore is planned to be executed as soon as the programme starts running and will comply with EU regulations on graphic guidelines.</p>					
Duration:	M1 – M12	Lead Beneficiary:	ACVJ		
<ul style="list-style-type: none"> This work package is linked to Objectives 1 and 2 					
Task No	Task Name	Description (including target country/cities)	Participants		In-kind Contributions and Subcontracting
			Name	Role	
5.2.1	Campaign brand design	Conceptualization, branding and logo design and brandbook development. The brand book will serve as the guideline to ensure that the beneficiary use the campaign brand correctly.	ACVJ	COO & BEN	NOT IN-KIND CONTRIBUTIONS SUBCONTRACTING ALL TASK PERFORMED

5.2.2	Adaptations and new resources	Design of all collateral design materials for the campaign, including renders and all diverse applications.	ACVJ	COO & BEN	S5.2.1 S5.2.2																				
Timeline		YEAR 1	YEAR 2		YEAR 3																				
Outputs		SPAIN Number of brand guides for the programme: 1	n/a	n/a																					
Estimated budget		<table border="1"> <thead> <tr> <th>DESIGN</th> <th>Unit Cost</th> <th>Total Year 1</th> <th>Total Year 2 (+4%)</th> <th>Tota</th> </tr> </thead> <tbody> <tr> <td>Campaing Brand Design</td> <td>1</td> <td>15.000 €</td> <td>15.00</td> <td></td> </tr> <tr> <td>Adaptations and new resources</td> <td>1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Implementing body</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				DESIGN	Unit Cost	Total Year 1	Total Year 2 (+4%)	Tota	Campaing Brand Design	1	15.000 €	15.00		Adaptations and new resources	1				Implementing body				
DESIGN	Unit Cost	Total Year 1	Total Year 2 (+4%)	Tota																					
Campaing Brand Design	1	15.000 €	15.00																						
Adaptations and new resources	1																								
Implementing body																									
Subtotal for activity 2		EUR 16.950	EUR 5.903	EUR 6.139																					
and																									
Work Package 5.3: Merchandising and promotional material																									
<p>Activity 3: Video. Another essential visual resource to be implemented during the programme implementation are videos. These videos would help us to better illustrate what we want to convey and gain engagement with the target audience (video shows the greatest engagement in advertising nowadays). For this program we expect to produce videos that focus on the quality of the Spanish cherries of Valle del Jerte as well as their nutritional values and the health benefits of consuming cherries as recommended by national food-based dietary guidelines. Feedback collected with the surveys that will be used to generate content for the social media activities will be used also to create videos that will directly connect all target groups belonging to that segment of habitual consumers of fresh fruit. During the programme will be produced in total 3 long videos and 8 short adaptations to be distributed among the target countries.</p>																									
Duration:	M1 – M12	Lead Beneficiary:	ACVJ																						
<ul style="list-style-type: none"> This work package is linked to Objectives 1 and 2 																									
Task No	Task Name	Description (including target country/cities)	Participants																						

			Name	Role	In-kind Contributions and Subcontracting
5.3.1	Video Production	The production of 3 long videos of maximum 2 minutes each and 8 short videos of max 10 seconds each, will be carried out. In these videos the subject would be the high quality of the fresh cherries of Valle del Jerte and their benefits for the health as well as the importance of consuming fresh fruit as good dietary habit. These videos, according to the target audience will include different storytelling to increase the engagement with the audience.	ACVJ	COO & BEN	NOT IN-KIND CONTRIBUTIONS SUBCONTRACTING ALL TASK PERFORMED S5.3.1
Timeline		YEAR 1	YEAR 2		YEAR 3
Outputs		SPAIN Number of videos produced and edited for the programme: 1 Number of short video adaptation clips: 4 SWEDEN Number of videos produced and edited for the programme: 1 Number of short video adaptation clips: 2 FINLAND Number of videos produced and edited for the programme: 1 Number of short video adaptation clips: 2	n/a	n/a	

Estimated budget	VIDEO			Unit Cost	Total Year 1
	Production	1		2.000 €	2.000 €
	Script, post-production, edition & content	1		1.500 €	1.500 €
	Other costs production	1		1.000 €	1.000 €
	Edition of short videos	1		1.500 €	1.500 €
	Technical support	1		1.500 €	1.500 €
	Implementing body	13%			975 €
				TOTAL	8.475 €
Subtotal for activity 2	EUR 8.475	EUR n/a	EUR n/a		
Total for the Work Package	EUR 37.200	EUR 5.903	EUR 6.139		

Work Package 6: Events

Activity 6.1: Fairs. The Beneficiary will choose one Trade Fair yearly in Spain (Fruit Attraction). Anyway, considering trade fairs and international shows as visibility platforms, they are still considered a powerful tool to meet high numbers of professionals and consumers and are therefore intended to serve as a way to communicate the message of the program to a wide audience. The participation of the program in the trade fair will serve as the ideal showcase of European fruits products. The message of the program will be conveyed through the stand in various formats: video, decoration of stand, tastings, merchandising and explanations of the program’s personnel. It is a great way to increase visibility, relevance and preference for the involved products as well as have a direct conversation with the audience to get a better picture of the level of awareness among target groups. This event will significantly impact the success of other activities that are planned and therefore the main goal of the program: increase awareness, market share and preference for EU fresh fruit products. As a final remark, it should be noted that, despite the trade show taking place in Spain, nevertheless its impact is much wider, given the international profiles of the selected show. Therefore, the trade show will not only target and involve KOLs and young consumers from the Spanish target market, but will also have a real global impact.

Duration:	M9 – M35	Lead Beneficiary:	ACVJ
-----------	----------	-------------------	------

- This work package is linked to Objectives 1 and 2

Task No (continuous number in)	Task Name	Description (including target country/cities)	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role	

g linked to WP)				(COO, BEN, AE, AP, OTHER)																																																																																																															
6.1.1	Services for stands at trade fairs	Stand assembly and dismantling services, floor renting, decoration, insurances, special requirements, tastings, hostess, transport of samples and other fair issues such as Wi-Fi will be provided. Finally, a final report including all fair works and services (including reach and impact) will be issued.	ACVJ	COO & BEN	NOT IN-KIND CONTRIBUTIONS SUBCONTRACTING ALL TASK PERFORMED S6.1.1 S6.1.2																																																																																																														
6.1.2	Technical support	Control and supervision of stand services covering: from stand design and render to assembly and dismantling, decorations, audio-visual material and all in-trade fair services related.	ACVJ	COO & BEN																																																																																																															
Timeline	YEAR 1		YEAR 2		YEAR 3																																																																																																														
Outputs	SPAIN Number of stands designed and produced for fairs: 1 Number of samples prepared during fairs: 2.100	SPAIN Number of stands designed and produced for fairs: 1 Number of samples prepared during fairs: 2.100	SPAIN Number of stands designed and produced for fairs: 1 Number of samples prepared during fairs: 2.100																																																																																																																
Estimated budget	<table border="1"> <thead> <tr> <th colspan="4">FAIR FRUIT ATTRACTION (MADRID)</th> <th>Pax</th> <th>Days</th> <th>Unite Price</th> <th>Total Year 1</th> <th>Total Year 2</th> <th>Total Year 3</th> </tr> </thead> <tbody> <tr> <td>Registration and insurance</td> <td>1</td> <td>0</td> <td>490 €</td> <td>490 €</td> <td></td> <td>510 €</td> <td>530 €</td> <td></td> <td></td> </tr> <tr> <td>Floor rent</td> <td>65</td> <td>4</td> <td>300 €</td> <td>19.500 €</td> <td></td> <td>20.280 €</td> <td>21.091 €</td> <td></td> <td></td> </tr> <tr> <td>Design, Deco and extra services (audiovisual, fridge..)</td> <td>65</td> <td>1</td> <td>350 €</td> <td>22.750 €</td> <td></td> <td>23.660 €</td> <td>24.606 €</td> <td></td> <td></td> </tr> <tr> <td>Coordination Cost (Trip, accomodation)</td> <td>1</td> <td>5</td> <td>250 €</td> <td>1.250 €</td> <td></td> <td>1.300 €</td> <td>1.352 €</td> <td></td> <td></td> </tr> <tr> <td>Hostes</td> <td>1</td> <td>3</td> <td>150 €</td> <td>450 €</td> <td></td> <td>468 €</td> <td>487 €</td> <td></td> <td></td> </tr> <tr> <td>Other fair issues</td> <td>1</td> <td>1</td> <td>1.000 €</td> <td>1.000 €</td> <td></td> <td>1.040 €</td> <td>1.082 €</td> <td></td> <td></td> </tr> <tr> <td>Organization of the event</td> <td>2</td> <td>15</td> <td>200 €</td> <td>6.000 €</td> <td></td> <td>6.240 €</td> <td>6.490 €</td> <td></td> <td></td> </tr> <tr> <td>Implementing body</td> <td>13%</td> <td></td> <td></td> <td>6.687 €</td> <td></td> <td>6.955 €</td> <td>7.233 €</td> <td></td> <td></td> </tr> <tr> <td colspan="4">SUB TOTAL</td> <td>58.127 €</td> <td></td> <td>60.452 €</td> <td>62.870 €</td> <td></td> <td></td> </tr> <tr> <td colspan="4">Inflation</td> <td>0,00%</td> <td></td> <td>4,00%</td> <td>4,00%</td> <td></td> <td></td> </tr> </tbody> </table>					FAIR FRUIT ATTRACTION (MADRID)				Pax	Days	Unite Price	Total Year 1	Total Year 2	Total Year 3	Registration and insurance	1	0	490 €	490 €		510 €	530 €			Floor rent	65	4	300 €	19.500 €		20.280 €	21.091 €			Design, Deco and extra services (audiovisual, fridge..)	65	1	350 €	22.750 €		23.660 €	24.606 €			Coordination Cost (Trip, accomodation)	1	5	250 €	1.250 €		1.300 €	1.352 €			Hostes	1	3	150 €	450 €		468 €	487 €			Other fair issues	1	1	1.000 €	1.000 €		1.040 €	1.082 €			Organization of the event	2	15	200 €	6.000 €		6.240 €	6.490 €			Implementing body	13%			6.687 €		6.955 €	7.233 €			SUB TOTAL				58.127 €		60.452 €	62.870 €			Inflation				0,00%		4,00%	4,00%		
FAIR FRUIT ATTRACTION (MADRID)				Pax	Days	Unite Price	Total Year 1	Total Year 2	Total Year 3																																																																																																										
Registration and insurance	1	0	490 €	490 €		510 €	530 €																																																																																																												
Floor rent	65	4	300 €	19.500 €		20.280 €	21.091 €																																																																																																												
Design, Deco and extra services (audiovisual, fridge..)	65	1	350 €	22.750 €		23.660 €	24.606 €																																																																																																												
Coordination Cost (Trip, accomodation)	1	5	250 €	1.250 €		1.300 €	1.352 €																																																																																																												
Hostes	1	3	150 €	450 €		468 €	487 €																																																																																																												
Other fair issues	1	1	1.000 €	1.000 €		1.040 €	1.082 €																																																																																																												
Organization of the event	2	15	200 €	6.000 €		6.240 €	6.490 €																																																																																																												
Implementing body	13%			6.687 €		6.955 €	7.233 €																																																																																																												
SUB TOTAL				58.127 €		60.452 €	62.870 €																																																																																																												
Inflation				0,00%		4,00%	4,00%																																																																																																												
Subtotal for activity 1	EUR 58.127	EUR 60.452	EUR 62.870																																																																																																																

and

Work Package 6: Events

Activity 6.2: Other events. A round of meetings between the programme’s personnel and KOLs of the target markets will be held in Sweden and Finland. The goal of this action is to increase awareness, consumption and market share for EU cherries and to inform the agents about the nutritional values of our products and production methods. Specifically, the B2B events will be organized and will consist of seminars, lectures, roundtables and tasting sessions. Guests will be from each target group and from all the target markets. In addition to the professional attendance, if deemed necessary tasting sessions may be opened to the general public and will be added to the program, thus improving the impact also among end consumers.

Duration:	M9 – M35	Lead Beneficiary:	ACVJ
-----------	----------	-------------------	------

- This work package is linked to Objectives 1 and 2

Task No	Task Name	Description (including target country/cities)	Participants		In-kind Contributions and Subcontracting
			Name	Role	
6.2.1	Call for guests and professionals	Call for professionals (distributors, chefs, journalists) and guests will be set up at least 3 months before the event. The main objective of this task is to confirm the best quality for participants and get them to know more about the cherry product in order to make it popular in the target markets.	ACVJ	COO & BEN	NOT IN-KIND CONTRIBUTIONS SUBCONTRACTING ALL TASK PERFORMED S6.2.1 S6.2.2
6.2.2	Technical support	Services and other specific requirements for beneficiary will be set up. Moreover, room renting, decoration, insurances, special requirements, tastings, transport of samples and other event-related issues such as Wi-Fi will be provided. Finally, a final report including all works and services (including reach and impact) will be issued.	ACVJ	COO & BEN	

Timeline	YEAR 1	YEAR 2	YEAR 3
Outputs	n/a	SWEDEN Number of professionals invited to B2B meetings: 120 Number of samples prepared during B2B meetings: 120	FINLAND Number of professionals invited to B2B meetings: 120 Number of samples prepared during B2B meetings: 120
Estimated budget			
Subtotal for activity 2	EUR n/a	EUR 15.865	EUR 16.500
Total for the Work Package	EUR 58.127	EUR 76.317	EUR 79.370

Work Package 7: POS

Activity 1: Tasting Days. Each year, information and promotion events of European cherries will be organized through the presentation and tasting sessions in supermarkets in Spain, and in Year 1 in Sweden. These activities will be carried out within selected sales channels on trade (Ho.Re.Ca.) and off trade of high attendance of millennials and foodies.

Duration:	M5 – M32	Lead Beneficiary:	ACVJ
-----------	----------	-------------------	------

- This work package is linked to Objectives 1 and 2

Task No)	Task Name	Description (including target country/cities)	Participants		In-kind Contributions and Subcontracting
			Name	Role	

7.1.1	Strategic Plan and Promotion Design	Each year, a strategic plan for POS promotion will be drafted. This annual activity is required in order to grant the best alignment of the POS promo to the market needs and to the other promotional activities of the JERTE campaign. Therefore, partnerships and calendar of tasting days will be defined in such a way to multiply the visibility of the whole campaign.	ACVJ	COO & BEN	NOT IN-KIND CONTRIBUTIONS SUBCONTRACTING ALL TASK PERFORMED S7.1.1																																																
7.1.2	Technical support	Planning and setting up the event. It covers management of the partnerships with the Point of Sales, selection of venues, technical organisation, management of products/materials/consumable logistics, global management and follow-up. Finally, a final report including all works and services (including reach and impact) will be issued.	ACVJ	COO & BEN	NOT IN-KIND CONTRIBUTIONS SUBCONTRACTING ALL TASK PERFORMED S.7.1.2																																																
Timeline		YEAR 1	YEAR 2		YEAR 3																																																
Outputs		SPAIN Number of supermarkets: 1 SWEDEN Number of supermarkets: 1	SPAIN Number of supermarkets: 1		SPAIN Number of supermarkets: 1																																																
Estimated budget		<table border="1"> <thead> <tr> <th>Point of sale</th> <th>Pax</th> <th>Unite Price</th> <th>Total Year 1</th> <th>Total Year 2 (+4%)</th> <th>Total Year 3 (+4%)</th> </tr> </thead> <tbody> <tr> <td>Cost of supermarket fee for publicity</td> <td>1</td> <td>12.000 €</td> <td>12.000 €</td> <td>12.480 €</td> <td>12.979 €</td> </tr> <tr> <td>Promotion Design</td> <td>1</td> <td>7.000 €</td> <td>7.000 €</td> <td>7.280 €</td> <td>7.571 €</td> </tr> <tr> <td>Samples for tasting</td> <td>500</td> <td>3 €</td> <td>1.500 €</td> <td>1.560 €</td> <td>1.622 €</td> </tr> <tr> <td>Transport of samples</td> <td>1</td> <td>600 €</td> <td>600 €</td> <td>624 €</td> <td>649 €</td> </tr> <tr> <td>Organizational fee</td> <td>1</td> <td>4.000 €</td> <td>4.000 €</td> <td>4.160 €</td> <td>4.326 €</td> </tr> <tr> <td>Implementing body</td> <td>13%</td> <td></td> <td>3.263 €</td> <td>3.394 €</td> <td>3.529 €</td> </tr> <tr> <td colspan="2"></td> <td>SUB TOTAL</td> <td>28.363 €</td> <td>29.498 €</td> <td>30.677 €</td> </tr> </tbody> </table>				Point of sale	Pax	Unite Price	Total Year 1	Total Year 2 (+4%)	Total Year 3 (+4%)	Cost of supermarket fee for publicity	1	12.000 €	12.000 €	12.480 €	12.979 €	Promotion Design	1	7.000 €	7.000 €	7.280 €	7.571 €	Samples for tasting	500	3 €	1.500 €	1.560 €	1.622 €	Transport of samples	1	600 €	600 €	624 €	649 €	Organizational fee	1	4.000 €	4.000 €	4.160 €	4.326 €	Implementing body	13%		3.263 €	3.394 €	3.529 €			SUB TOTAL	28.363 €	29.498 €	30.677 €
Point of sale	Pax	Unite Price	Total Year 1	Total Year 2 (+4%)	Total Year 3 (+4%)																																																
Cost of supermarket fee for publicity	1	12.000 €	12.000 €	12.480 €	12.979 €																																																
Promotion Design	1	7.000 €	7.000 €	7.280 €	7.571 €																																																
Samples for tasting	500	3 €	1.500 €	1.560 €	1.622 €																																																
Transport of samples	1	600 €	600 €	624 €	649 €																																																
Organizational fee	1	4.000 €	4.000 €	4.160 €	4.326 €																																																
Implementing body	13%		3.263 €	3.394 €	3.529 €																																																
		SUB TOTAL	28.363 €	29.498 €	30.677 €																																																
Total for the Work Package		EUR 28.363	EUR 29.498		EUR 30.677																																																

