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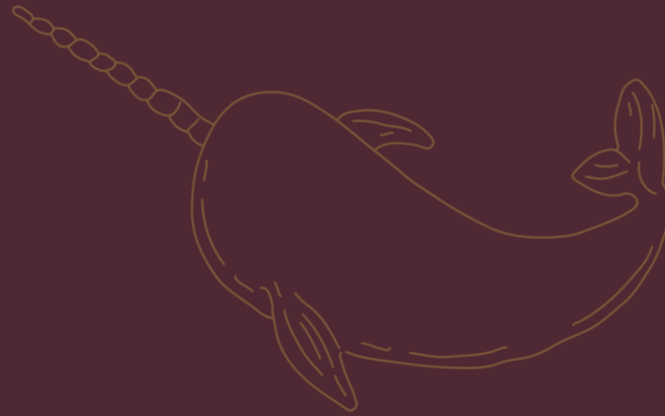
IBO

FECHA

August 2025



# IBO – Strategy 2030 Study

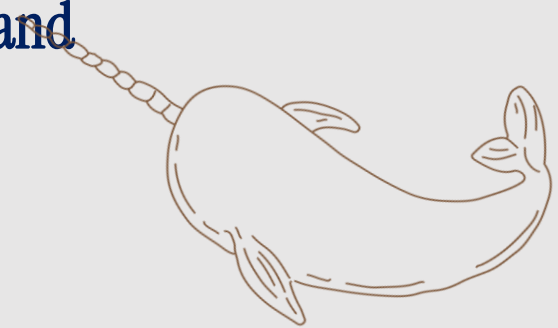


**NARVAL**

# The Study



- A strategic study was needed to better define the IBO's role and determine how it can most effectively support the global blueberry industry.
- This initiative seeks to help the IBO set clear priorities and align its efforts with the sector's evolving needs.
- To develop this plan, the board hired the services of Narval consulting.





# Project Challenge

*Achieve a deep understanding of stakeholders' concerns and expectations regarding the future of the global blueberry market and the role that IBO should play in it. Using this new understanding, **redesign its role, areas of action, key challenges to address, and the structure IBO needs**, among other key topics that will guide its actions in the coming years.*

*"Process based on interviews, surveys and workshops with a wide scope of stakeholders"*

Looking ahead to  
2030, the role of  
IBO is to:



*Connect the different actors across the value chain and integrate knowledge to elevate the potential of its members, contributing to the growth of the blueberry industry.*

*How can IBO fulfill this role?*

# Roles Classification



1. Curator and transmitter of information

2. Mediator between stakeholders

3. Connector of actors

4. Strategist of narratives

## 1. Curator and transmitter of information

### What are the expectations for this role by 2030?

IBO must become the one-stop shop for all industry information, consolidating data on production, consumption, genetics, sustainability (environmental and social), health, trade, and trends.

- **Real-time information:** Shift from static reports to dynamic, constantly updated platforms with interactive data and living reports, enhanced with AI for predictive analysis.
- **Information segmentation:** Tailor content to the needs of different stakeholders (growers, retailers, breeders, consumers, etc.).
- **Neutrality and legitimacy:** Maintain members' trust through objective, accurate, and validated information, while positioning IBO as a global trend-setter and reference point for the blueberry industry.



***Lighthouse:** Concentrate data from the entire environment, process it, and project it back to guide the industry forward.*

## 2. Mediator between stakeholders

### What are the expectations for this role by 2030?

IBO is recognized as a neutral, legitimate, and transparent space for conflict resolution and strategic conversations within the industry. It has an active operational and governance structure to respond to crises (playbook, spokespersons, committees).

- Dedicated channels and platforms are in place to **facilitate multilateral dialogue** on sensitive issues such as trade policies, intellectual property, or reputational crises.
- **Partnerships** have been established with technical organizations, universities, and think tanks to support IBO's positions with reliable evidence.
- IBO has **demonstrated its value in at least 2–3 global crisis** management cases and several local ones, reinforcing its reputation.
- By 2030, the **entire value chain feels represented within IBO**, and the organization is recognized as an industry body that delivers tools and solutions for the entire sector.



*"The World Economic Forum" of blueberries*



*World Economic Forum: this role serves as a neutral space for dialogue and consensus-building, bringing together key stakeholders to coordinate joint responses.*

### 3. Connector of actors

#### What are the expectations for this role by 2030?

- IBO has an **active and diverse network** that **integrates all key actors** across the blueberry value chain (producers, retailers, breeders, suppliers, supermarkets, etc.).
- There are **effective working groups** by segment and region, with clear objectives and follow-up mechanisms.
- Communication between members **is fluid**, supported by digital tools and clear processes.
- **Regular events** (regional and global summits, virtual workshops) generate value and foster connections among members.
- IBO acts as a **trusted bridge between diverse interests** and **facilitates joint projects** that strengthen the industry globally.



*IBO Poland Summit 2023.*



## 4. Strategist of narratives

### What are the expectations for this role by 2030?

- The **global meeting point** that centralizes and drives the industry's shared agenda.
- A **trusted, neutral source** of technical, commercial, and environmental information.
- A **unified voice** on health, sustainability, and responsible consumption.
- A **strategic foresight** role that **identifies emerging trends**.
- A **catalyst for cross-industry initiatives** that strengthen global demand.
- A **connector of alliances** with other sectors and trade bodies to reinforce the global narrative.

#### Core vision components:

Within IBO's global agenda, the strategic narrative actively promotes:

1. **Global blueberry consumption growth**, ensuring long-term competitiveness, viability, and sustainability for producers worldwide.
2. **Free trade advocacy**, as a neutral, non-political entity committed to fostering open, fair, and accessible markets.



*Compass:: Guides the industry towards common goals, aligning decisions with a global direction*

# Overview Implementation

## Stage 1

## Stage 2

## Stage 3

### Curator and transmitter of information

Minimum and Essential Function: ensure that strategic information is centralized, curated, updated, and accessible to all members.

- Evolution of the Annual Report: dynamic format with dedicated chapters for each stakeholder.
- Creation of Proprietary Content: webinars and original materials.
- IBO AI: to collect and disseminate information.
- Website: with standardized data and interactive forecasts.
- Regular Planning Meetings: among members.

*Global Coordinator*

Memberships

Sponsorships and Partnerships

Monetization of Products and Services

### Connector of actors

The Country member shifts from being only a recipient to playing an active role as an ambassador, connecting local realities with IBO's global agenda.

- Integrate retailers, breeders, and other stakeholders into special membership categories.
- Alternate between regional and global summits.
- Create IBO ambassadors.
- Appoint regional representatives as local liaisons.
- Implement local "Powered by IBO" events in partnership with organizations.

*Synergies and Cross-Connections*

Sponsorships and Partnerships

Monetization of Products and Services

### Narrative strategist

This role distills and transforms data into a shared narrative, building a common and legitimized discourse supported by industry actors. This narrative enables IBO to act proactively and exert influence.

- Define a unified global narrative.
- Build capabilities to anticipate critical scenarios.
- Showcase and connect blueberry promotion initiatives worldwide.
- Organize ongoing connection spaces: technical tours, webinars, leadership conferences, and panels.
- Establish strategic links with other organizations and industry associations.

*Trade and Consumption*

Memberships

Sponsorships and Partnerships

Monetization of Products and Services

### Mediator between stakeholders

With a legitimized narrative and evidence-based data, this role facilitates dialogue in tense situations, builds consensus, and coordinates joint responses while preserving IBO's neutrality and credibility.

- Create a crisis management system/committee.
- Design an IBO spokesperson and media plan.
- Develop a neutrality and credibility protocol.
- Include new actors in the strategic dialogue.
- Build a repository of positions and critical data on relevant issues.

*Selection of spokesperson members*

*Formation of a team of mediators*

Memberships

Sponsorships and Partnerships

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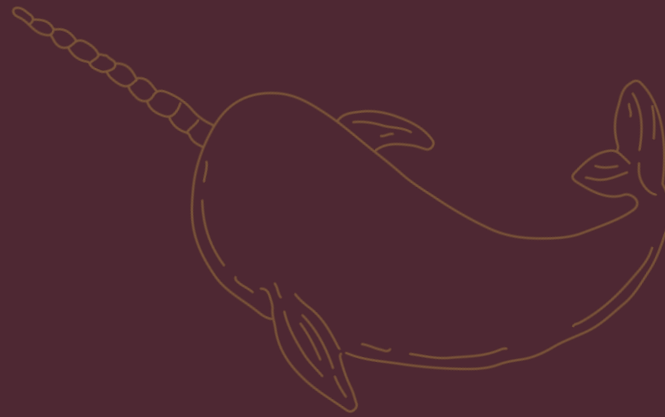
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Thank you



**NARVAL**

# Roles Classification



## 1. Curator and transmitter of information

IBO serves as the legitimate collector of key industry insights, selecting and making relevant information available to its members.

## 2. Mediator between stakeholders

IBO acts as an enabler of complex or urgent conversations between parties, leveraging its implicit neutrality.

## Connector of actors

IBO connects and facilitates synergies among different players in the value chain, thanks to its centralized access to member information.

## Strategist of narratives

IBO designs and curates the narrative that supports global blueberry trade and seeks to expand the market.

# Fieldwork Summary

## INTERVIEWS

**8** **SEGMENT 1:**  
IBO COUNTRY  
MANAGERS

**3** **SEGMENT 2:**  
IBO MARKETERS

**3** **SEGMENT 3:**  
IBO ASSOCIATES

**TOTAL: 14**

## SURVEYS

**8** **SEGMENT 1:**  
IBO COUNTRY  
MANAGERS

**5** **SEGMENT 2:**  
IBO MARKETERS

**4** **SEGMENT 3:**  
IBO ASSOCIATES

**9** **SEGMENT 4:**  
NON MEMBERS

**TOTAL: 26**

## WORKSHOPS

**W1** **Narrative strategist**  
3 (México, Perú)

**W2** **Connector of actors**  
2 (France, South Africa)

**W3** **Information**  
2 (Chile y UK)

**W4** **Mediator between stakeholders**  
3 (Poland, Chile, USA)

**TOTAL: 10**