



Global Marketing: Bringing the Benefits of Almonds to People Around the World

December 11, 2014



Almonds: an **amazing** food

- Global cultural heritage
- Nutrient rich
- Substantiated health
- Convenient
- Portable
- An ingredient and a snack
- Tasty and crunchy
- Versatile



Consumer Needs and Desires are Changing

- Rising **middle class**
- Drive for **healthy food**
- Need for **convenience**
- Desired **taste**



NORTH AMERICA
Canada
U.S.



EUROPE
UK, France, Germany



ASIA
China, India,
S. Korea



Today's Speakers

Established Markets

- Dariela Roffe-Rackind – Director, Europe and Global Public Relations
- Molly Spence – Director, North America

Emerging Markets

- Becky Sereno – Manager, S. Korea and Interim China
- Connie Cheung – Almond Account Director, Bravo Asia Advertising Agency
- Sudarshan Mazumdar – Director, India



Almond Board Global Marketing: Emerging Markets

Stacey Humble, ABC (Moderator)

Becky Sereno, ABC

Connie Cheung, ABC

Sudarshan Mazumdar, ABC



A close-up photograph of several green almonds on a branch, with vibrant green leaves. The background is softly blurred, showing more of the tree and some out-of-focus figures in the distance.

Becky Sereno, ABC



South Korea: Living Life Beautifully

December 10, 2014



Market Insights



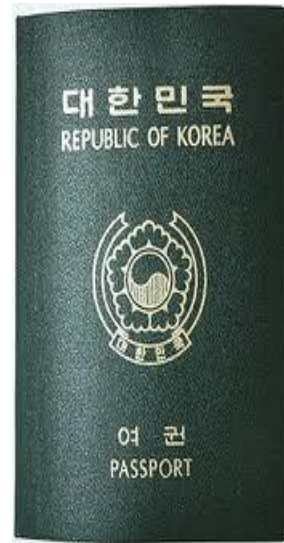
There is a strong desire to live a portfolio life



Marked by
accomplishment
and success

“I will graduate with a Master’s Degree in Social Welfare this year. My goal is to build a welfare center.”

Male Excitement Seeker



Full of experiences –
at home and abroad

“I want to study or live abroad for a few years – maybe in Japan or Europe. I want to experience the world, to experience as much as possible.”

Male Snack Actualizer



Dynamic and social,
filled with friends

“Spending time with friends after work and on the weekends is everything.”

Female Excitement Seeker

But fear of falling behind adds pressure

- “Keeping up” with a competitive, collective society
 - Adds stress, drains energy, and leads to day-to-day fatigue
- Pressures to maintain youth
 - Stay thin, have beautiful skin and hair, avoid sickness and disease





“This is a competitive society. It is hectic. You get stressed and depressed if you fall behind.”
—Female Health Conscious Snacker

So, they work hard to maintain their health...



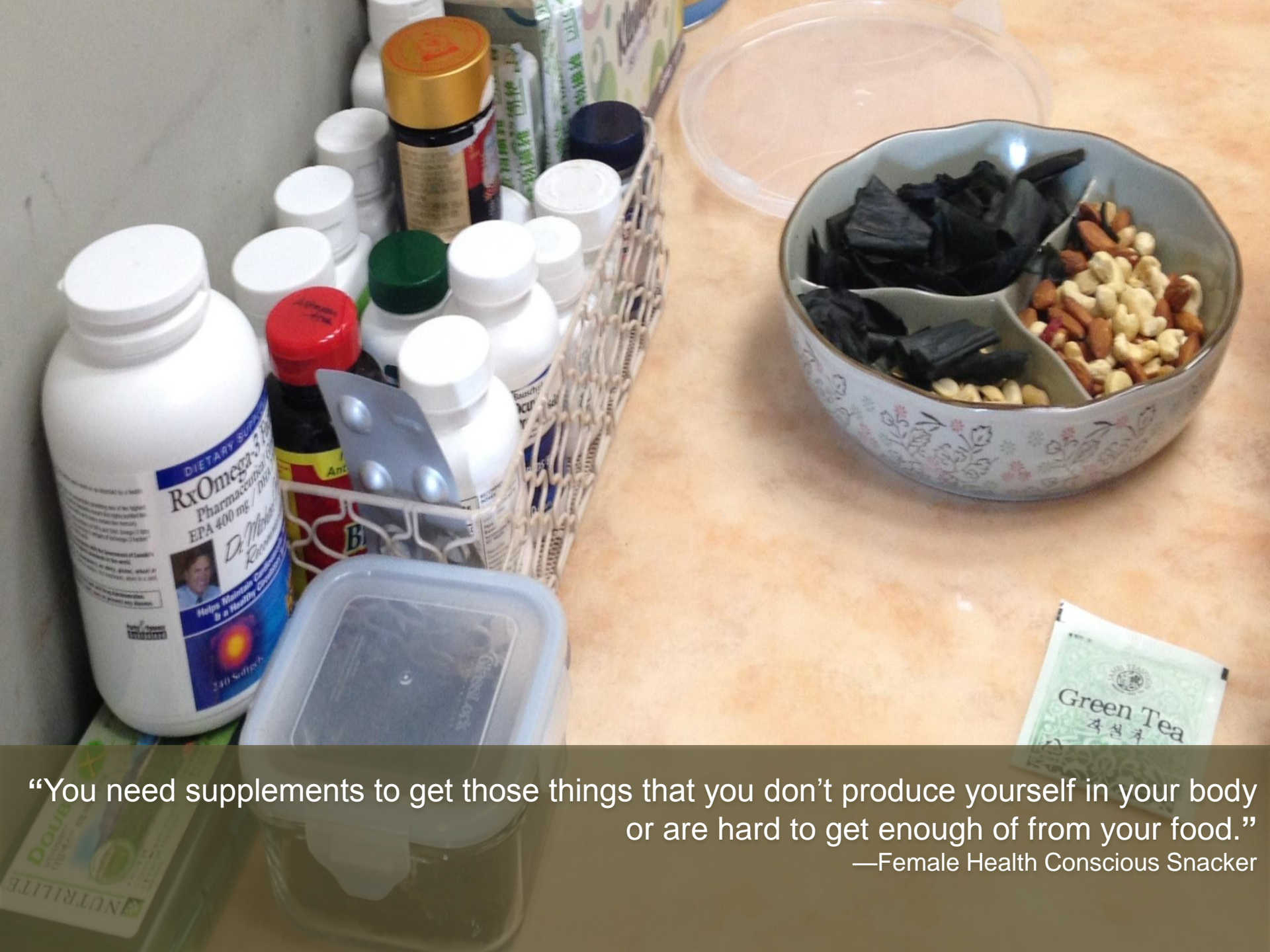
exercise



visits to traditional
spas and massage



yearly doctor visits



“You need supplements to get those things that you don’t produce yourself in your body or are hard to get enough of from your food.”
—Female Health Conscious Snacker

And snacking is an important daily activity

At home, at work, mindless munching

- Lots of away from home eating – particularly at work/with co-workers – drives additional eating occasions
- Keep food on hand for planned at home “activity” snacking (watching TV, on computer, etc.), often in the evening

“Meals are obligatory. Snacks are for joy and pleasure.”

Male Excitement Seeker

“I can’t live without snacks.”

Female Snack Actualizer



S. Korea Consumer Target Audience

Target definition: The target is made of men and women who are defined as “Snack Actualizers, Health Conscious Snackers, and Excitement Seekers” with an estimated size of 16.9 million or 66% of the population between ages 24-55

Situation: Currently almonds are not top-of-mind, differentiated from walnuts or peanuts, nor own a need state. With the new positioning there is a huge opportunity to fuel growth in South Korea



Total Korean Population: 50.7 Million
 Korean Population ages 25-55: 25.6 Million (51% of total)
 Korean Population ages 25-55 who purchase nuts once/month+: 15.3 Million (60% of those 25-55; 31% of total)

	Social Snackers (n=320)	Snack Actualizers (n=432)	Excitement Seekers (n=397)	Health Conscious Snackers (n=476)	Young Indulgers (n=368)
%	16%	22%	20%	24%	18%
Core Segment Size	2.5 million	3.4 million	3.1 million	3.7 million	2.8 million
Segment rank	5	2	3	1	4
Core+Adjacent Segment Size * (Lighter or non-category users)	4.1 million	5.6 million	5.1 million	6.2 million	4.6 million

Rising to the opportunity



***Solidify the message that almonds are
a perfect mid-morning snack
to enable a vibrant and healthy life***

“Almonds, The Good Day Starter”

PR Campaign Model

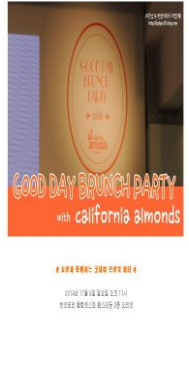


Spokes-people

Advertorials

An integrated campaign surrounding the consumer

1. 2014년 10월 10일 (토) 오후 7시 30분 - 10월 11일 (일) 오후 12시



캘리포니아 아몬드
Posted by Korea (2014. 10. 10) at
[전면] 11월 15일: 휴일과 함께하는 브런치 파티에 아몬드 알맹이를 초대합니다. 아몬드 알맹이를 통해 아몬드 알맹이를 섭취할 수 있습니다. (www.almonds.com)
▶ 참여하기: http://bit.ly/1p54T1M
See Translation



Media Partnership



Events & Tests



Broadcast Partnerships



Media Relations



Good Day Brunch Party

Finger Foods and Hot Dishes



'Perfect Morning' Advice Sessions



Social Media



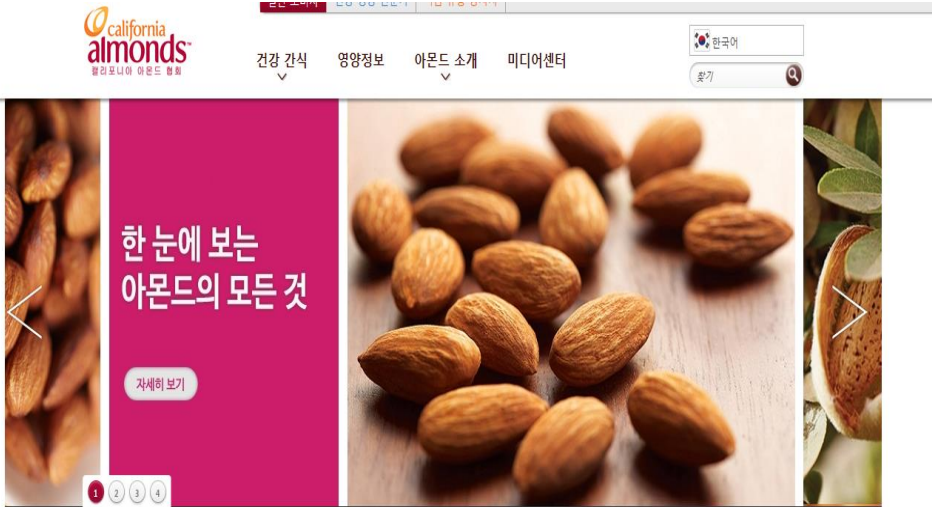
Teaser Video



Lucky Draw



Almonds.or.kr



오늘의 레시피



비타민이 듬뿍! 새콤하고
고소한 '견자두 아몬드
까나페'

캘리포니아 아몬드와 팔깨하는 견자두
아몬드 까나페 레시피를 확인해보세요

[레시피 보러가기](#)



TWEETS 409 PHOTOS/VIDEOS 105 FOLLOWING 76 FOLLOWERS 5,349 [More](#)

요리, 바비큐, 이천원과 함께한 캘리포니아 아몬드 굿데이 콘서트 아몬드 스토리 2014/06/27 18:48
<http://blog.naver.com/almondskr/220043275042>
[간행어 보기](#)



지난 5월 26일 요리의 콘서트를 시작으로 세 차례에 걸쳐 열린 캘리포니아 아몬드 굿데이 콘서트가 지난 6월 16일 이천원의 공연을 끝으로 대단원의 막을 내렸습니다.

캘리포니아 아몬드 협회는 아몬드의 영양학적 가치가 활기찬 아침과 나아가 하루 전반에 미치는 긍정적인 영향을 널리 알리기 위한 '굿 데이 스토리' 캠페인을 펼쳐오고 있으며 그 메시지를 좀더 즐겁고 활기찬 방법으로 전하고자

Korean Pop Culture is International – Case Study

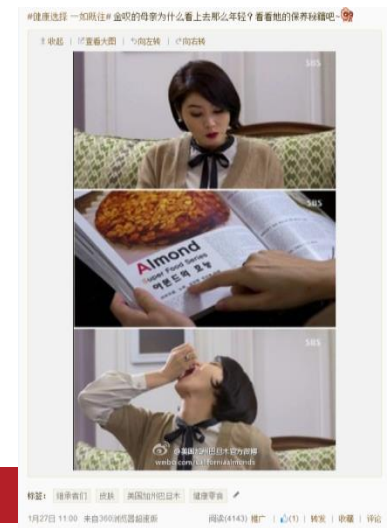
- TV Show “The Heirs” Product Placement
- The entire 20 episodes of the show achieved **1.07 billion views in China, 17 million views in U.S. (both online only)**
- Online simulcast was launched in more than 30 countries (top performers: US, **China**, Taiwan)
- Television rights were sold to 14 countries – **including Japan**

9th most popular show in online video sites in **China**



ABC used Weibo China's social media platform to repost photos from the episodes and provide snacking messages

49th most popular show on HULU in the **US**



South Korea **2014 Highlight Video**

What's Ahead?





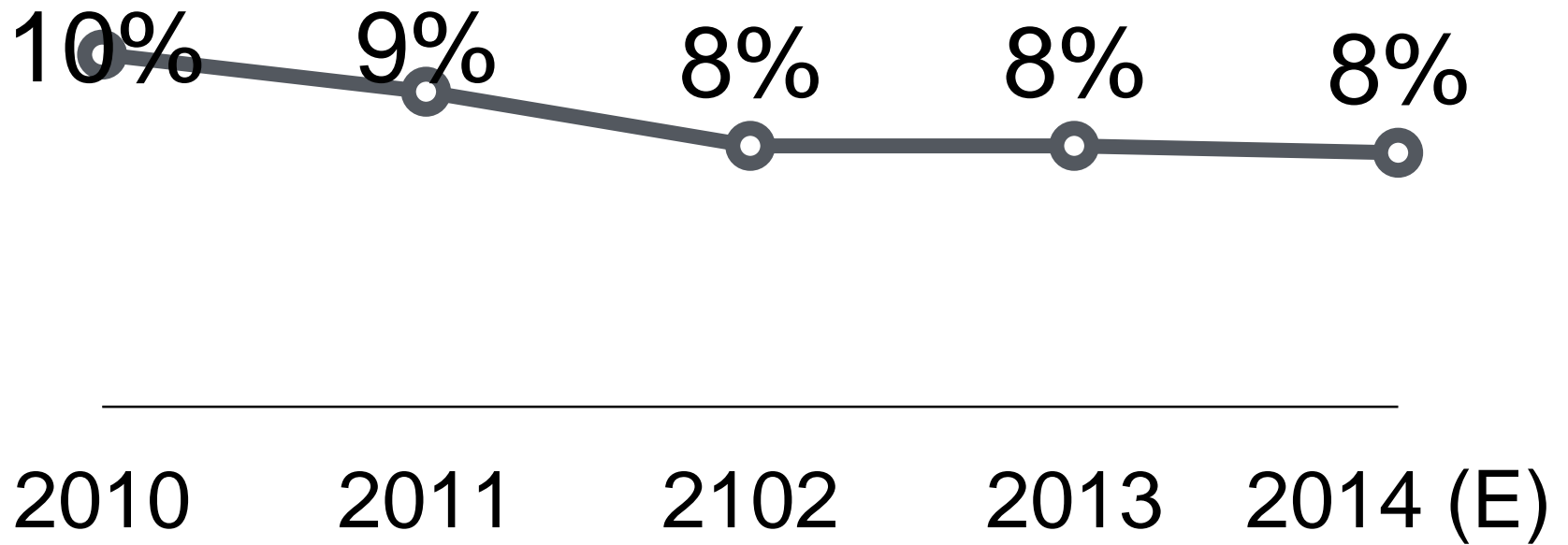
Connie Cheung, ABC



China: Wealthier, Healthier,
Socially Connected

China GDP growth

(2010-2014E)



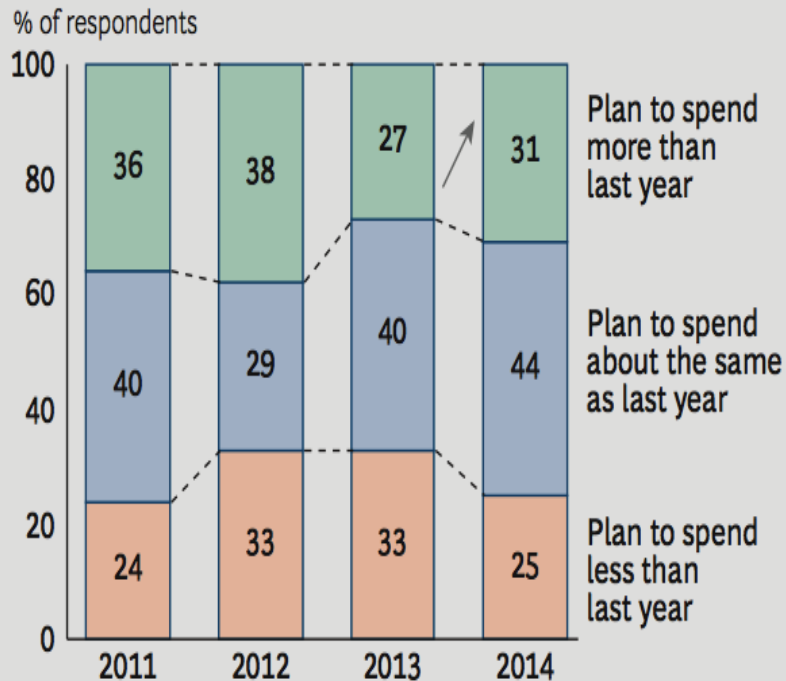


The world's most optimistic shoppers

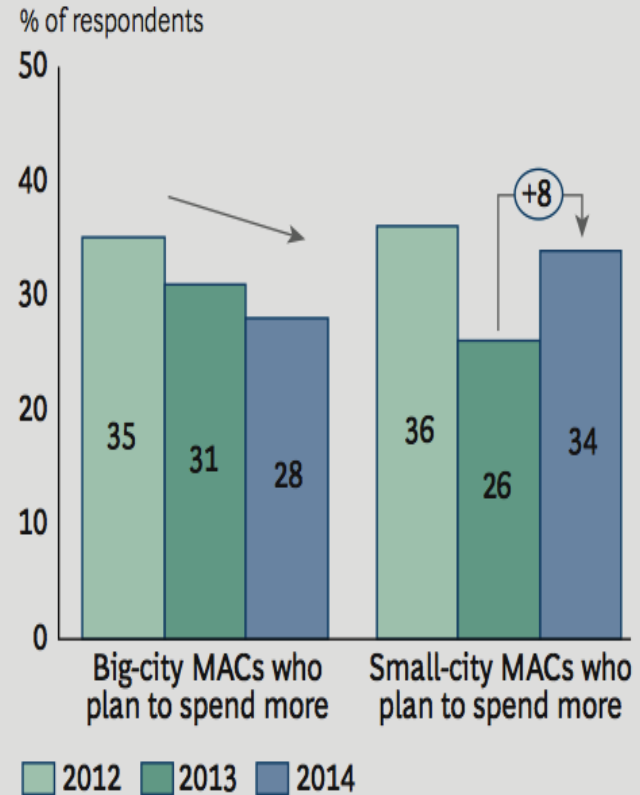
optimistic, yet cautious

The Intention to Spend Has Recovered Moderately, Especially in Small Cities

More MACs plan to spend more than to spend less



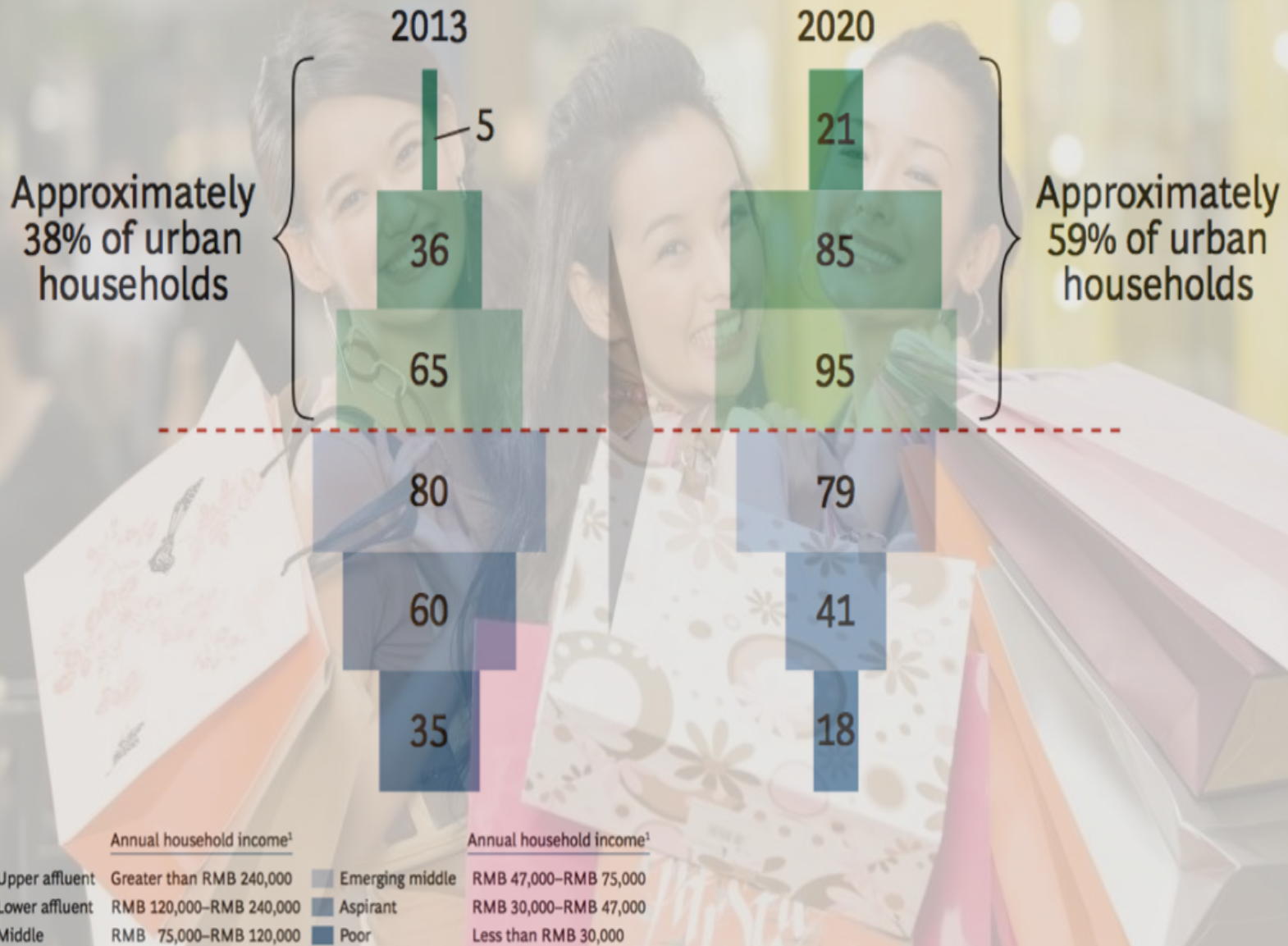
Sentiment in small cities has recovered but in big cities has continued to deteriorate



Source: BCG China Consumer Sentiment Survey, 2011, 2012, 2013, 2014.

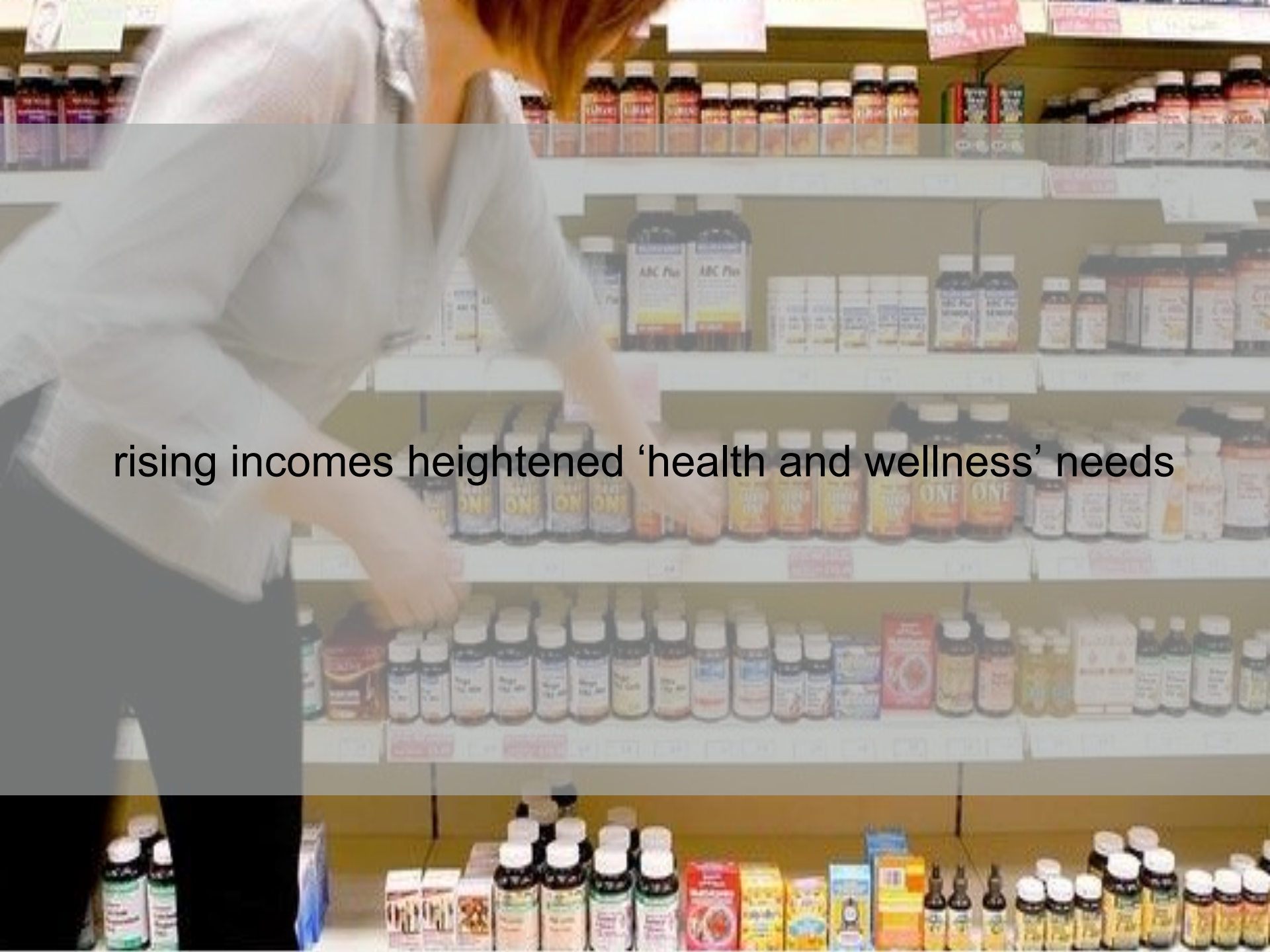
Note: MACs = middle-class and affluent consumers.

Urban households (millions)



Source: BCG Center for Consumer and Customer Insight, China income forecast model and category consumption database.

¹Stated in real 2010 RMB (that is, adjusted for inflation).

A person wearing a white lab coat is seen from the side, leaning over a series of white shelves in a pharmacy or health store. The shelves are filled with numerous bottles and containers of various sizes and colors, including white, blue, and orange. The person's hands are positioned near the bottles, suggesting they are examining or organizing them. The background shows more shelves with similar products, and a price tag is visible on the top shelf. The overall scene is brightly lit, typical of a retail environment.

rising incomes heightened 'health and wellness' needs

	exercise regularly	control diet	take vitamins/health supplements	participate in wellness programs
all consumers	73%	66%	51%	38%
upper affluent consumers	79%	69%	62%	48%

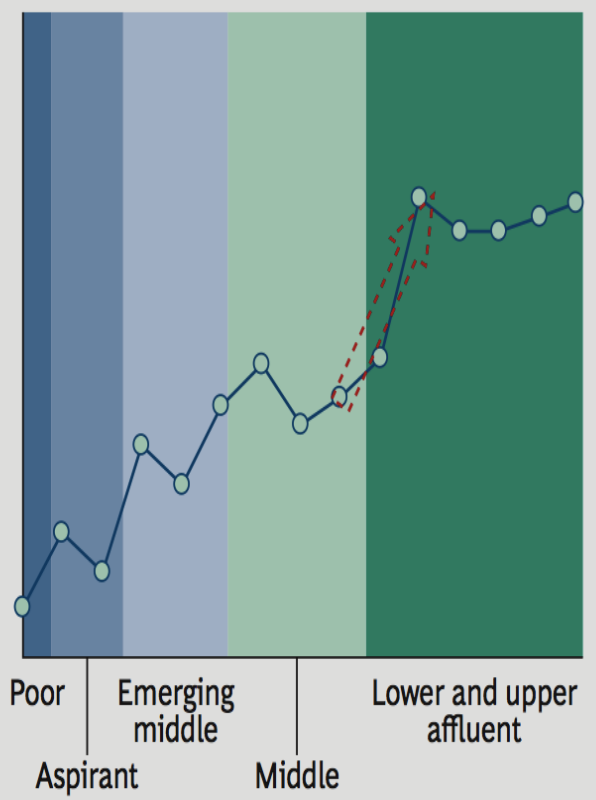
Sources: BCG Chinese Consumer Health and Wellness Survey, 2013; BCG analysis.

Note: Respondents were asked whether they agree with the following survey statements: "I exercise regularly to keep myself energized and healthy," "I make conscious decisions about my dietary intake and consumption," "Taking VMS and OTC products is effective and convenient," and "I pamper myself with wellness programs, such as going to a spa or having a massage."



Spending on vitamins and supplements grows as income increases

Annual VMS spending per capita (indexed)²





wealthier...healthier

a perfect fit for our value proposition

'almonds are the nuts that bring out your natural youthful energy and vigor'







young at heart





		
internet users (penetration)	632MM (46%)	277MM (86%)
smartphone penetration	54%	69%
social users amongst internet users	60%	73%
size of e-tailing (share of total retail)	\$295B (7-8%)	\$270B (6%)
e-commerce platform	alibaba	ebay
items	800MM	550MM
active users	231MM	128MM

overwhelmingly mobile...



daily screen minutes

89 mins



161 mins



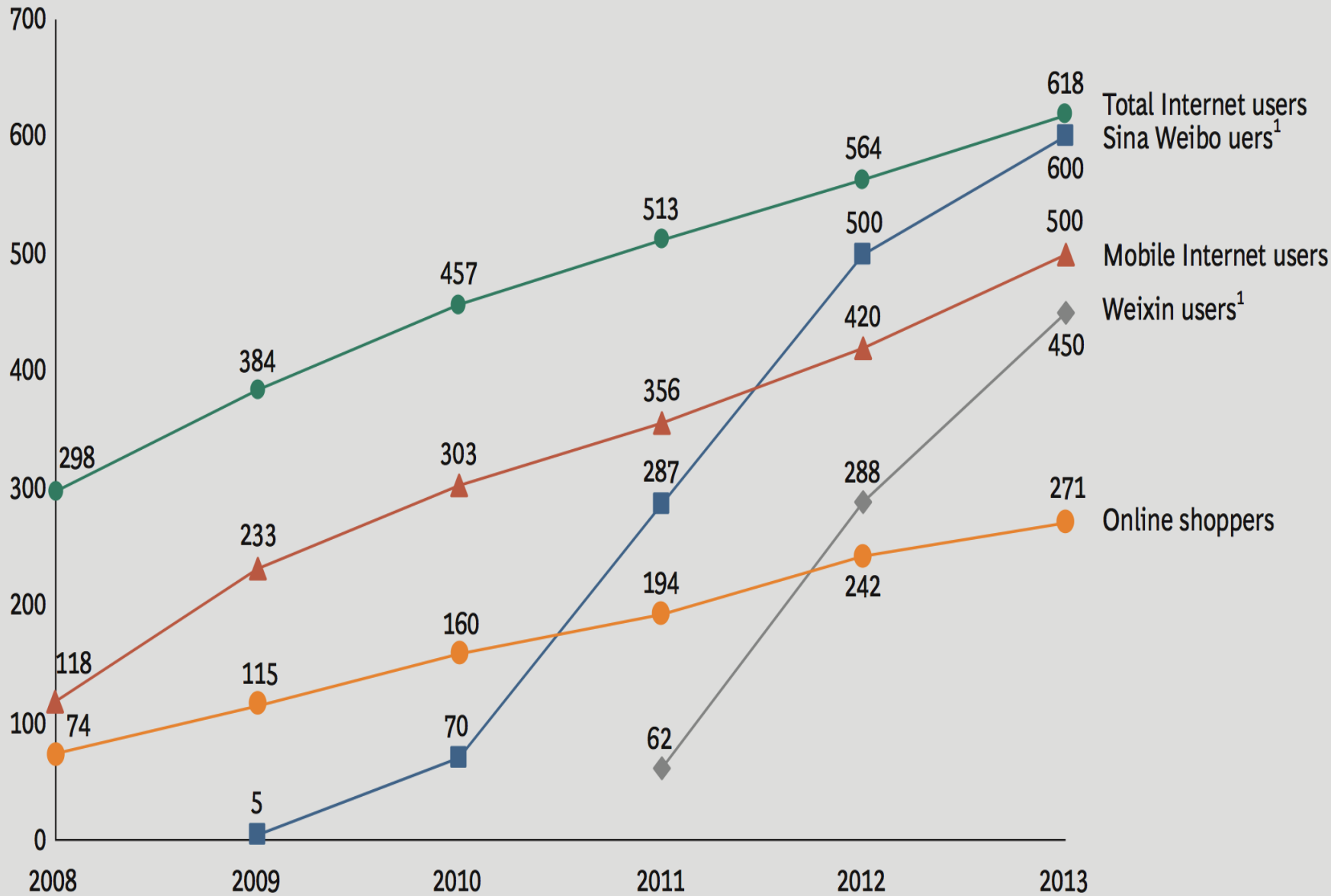
59 mins

170 mins



increasingly social

Users (millions)



Sources: China Internet Network Information Center (CNNIC); annual reports.

¹These numbers reflect registered users. Weixin is a social-media micromessaging site.

Key Programs

#1

Invest in mobile : Weishi

Weishi

Mobile App Interactive Event



activity : I love Badanmu
Invite audience to upload
short videos in line with the theme
'perpetually feeling good'

Weishi

Channel : App
Type: Custom Label
Link: Mobile



'Perpetually feeling good' banner on the app page to promote the activity

Weishi



- Participants to upload short videos and
- Also able to watch videos and upload by others'
- Audience to vote for their most liked video

#2

Change of media focus
from offline to online

54% of media dollars allocated to online



use relevant formats to connect

Product Placement in drama on Internet video sites

Watch on laptop and mobile phone



Internet drama co-operation with California Almonds branding

搜狐视频
tv.sohu.com



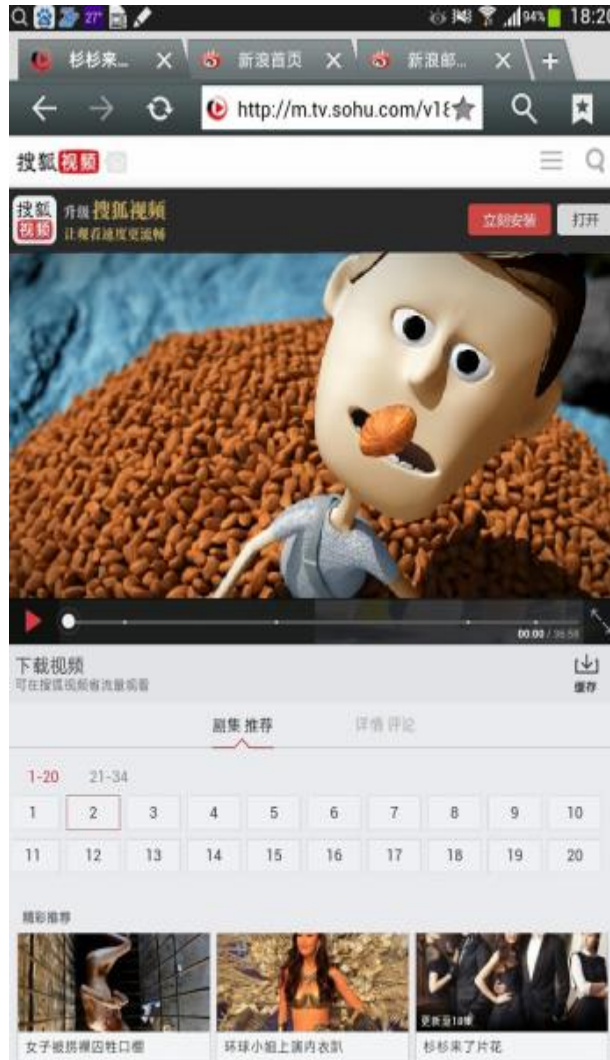
特别鸣谢：视觉公社影音传媒

联合赞助：

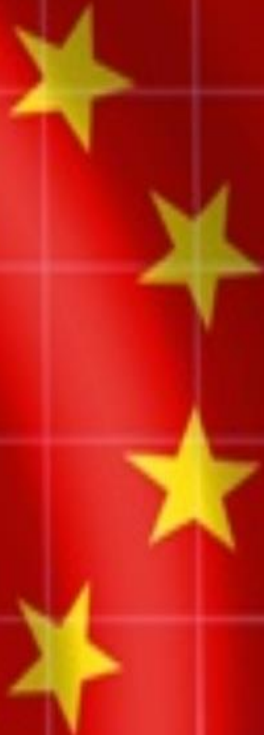
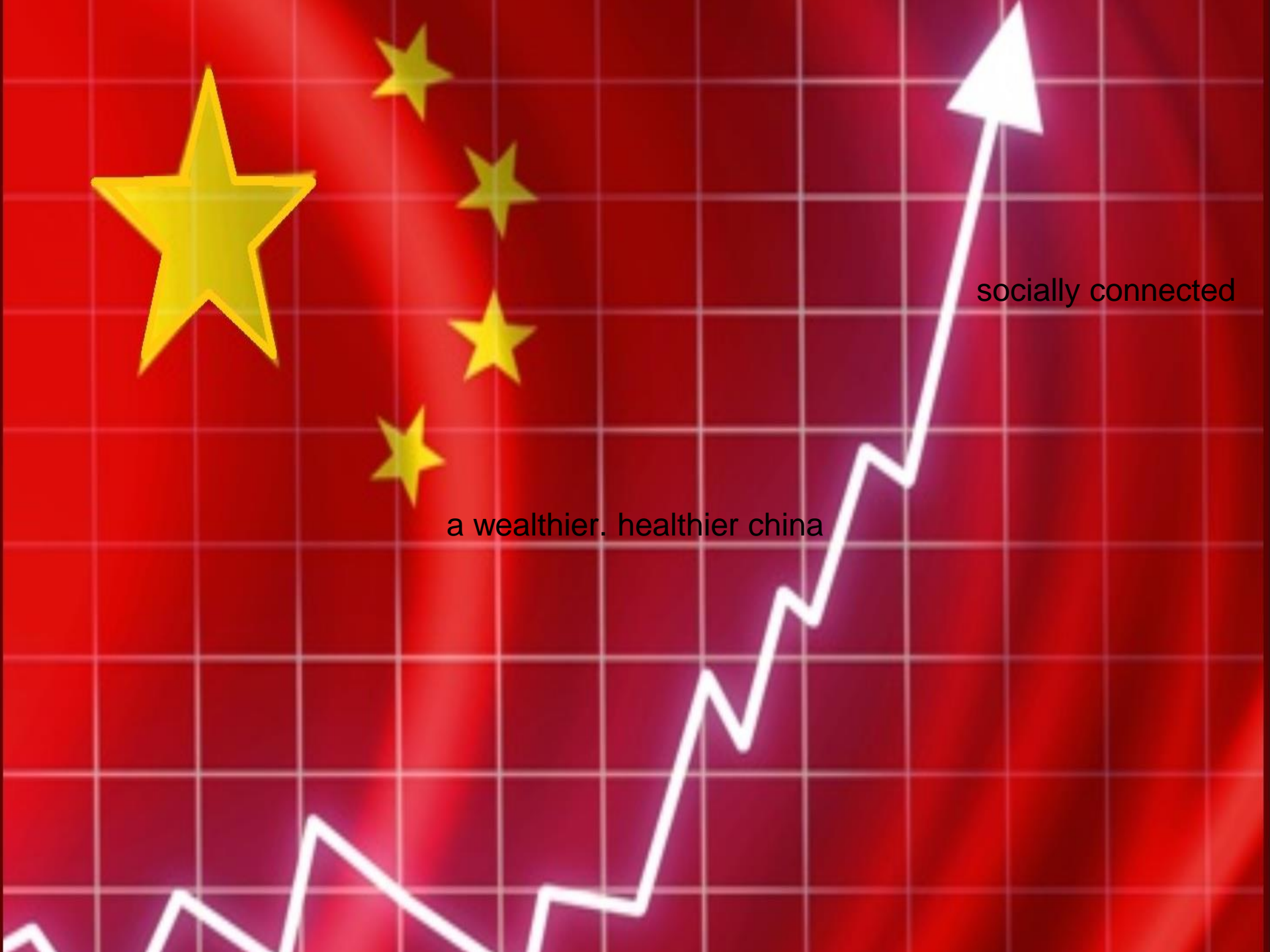


由美地美 (马哥斯) 出品
BLA BLA BRA (颐堤港店)
北京美莱医疗美容医院
金第万科·金城东郡
搜狐焦点
Gloria 格拉蕊假发定制
Coco blu

Internet video sites broadcast California Almonds ads before drama series starts







a wealthier, healthier china

socially connected



Sudarshan Mazumdar, ABC

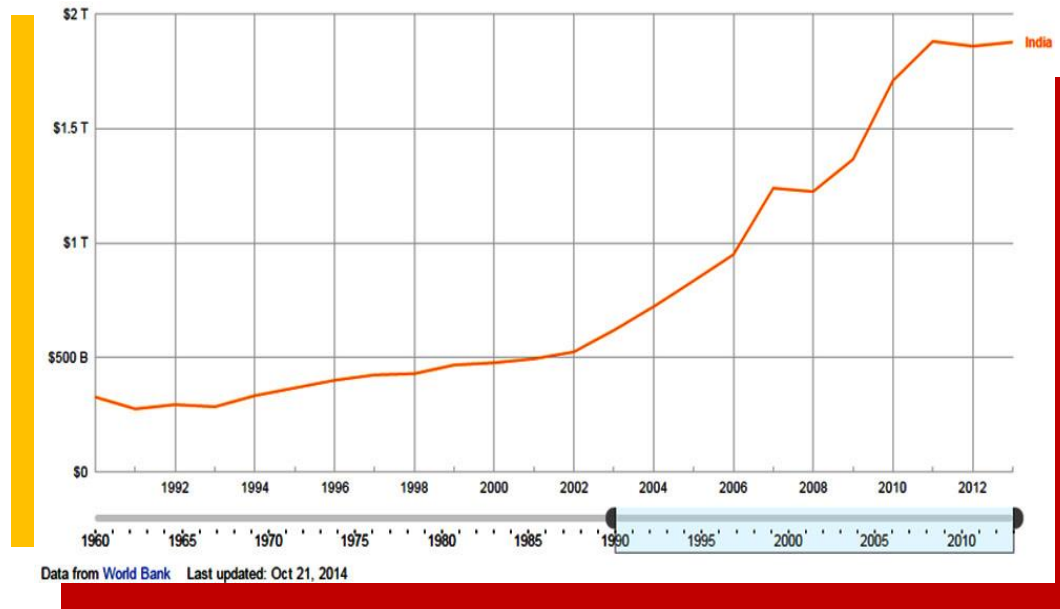


ABC Annual Conference India

December 2014



India: A land of tremendous opportunity



- India's GDP (2013 -14): \$1.87 trillion¹. Expected to become 3rd largest economy by 2030²
- Population: 1.25 billion¹. Expected to reach 1.4 billion by 2025³
- Young India: Median age of 27 years⁴
- Indian middle class (households)*: 32 mn (2008). 147 mn (2030 est.)⁵
- Urban population: 31.3% (2011)⁴ By 2050, adding 404 million⁶

*Middle class: Earning between Rs 2,00,000 and Rs 10,00,000 a year (Source: McKinsey Global Institute, 2010)

Sources:

1: World Bank, 2013, 2: PWC, 3: EY 2013, 4: CIA World Factbook, 5: McKinsey Global Institute, 2010, 6: UN World Urbanization Prospects Report 2014



Slow Growth

Policy Paralysis



Food Inflation

Decision Making Paralysis

ELECTIONS 2024

Fractured Coalition in Power

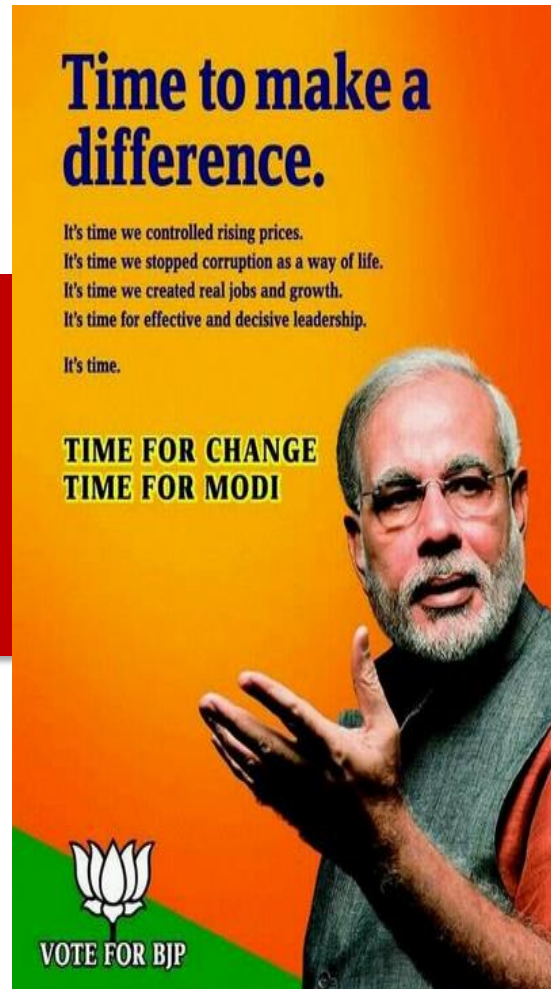


Corruption



Unemployment

The principal opposition party, the BJP fought the elections on planks of governance, growth & development



Time to make a difference.

It's time we controlled rising prices.
It's time we stopped corruption as a way of life.
It's time we created real jobs and growth.
It's time for effective and decisive leadership.
It's time.

**TIME FOR CHANGE
TIME FOR MODI**

VOTE FOR BJP

The poster features a portrait of Narendra Modi, the prime ministerial candidate, gesturing with his hands. The background is a gradient of orange and red, with a green base at the bottom. The BJP logo (a white lotus flower) is visible in the bottom left corner.

- Promise of a strong focus on governance, speed of decision making, simplification of procedures & single window-clearance and a firm foreign policy¹.
- Campaign run like a presidential campaign. Narendra Modi, the prime ministerial candidate

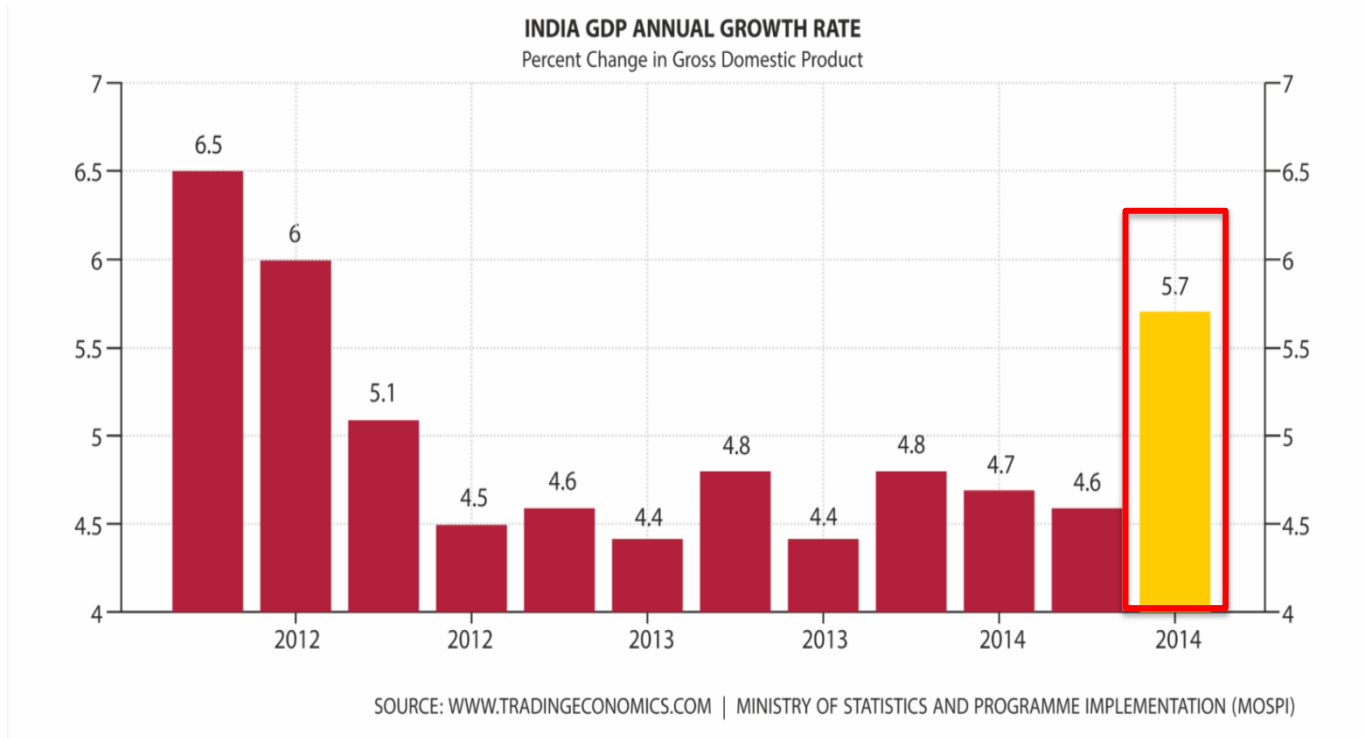
Source:
1: BJP Election Manifesto, 2014

The country voted for change and a better tomorrow

- The National Democratic Alliance, led by the BJP, won 335 of 543 seats¹
- The BJP won 282 seats giving it a simple majority¹
- It was the first time since the 1984 election that a single party got a majority¹



...And things have started to change



- The GDP grew by 5.7% in Q2 2014. Expected to grow by 6.4% in 2015-16¹
- Current Account Deficit: Down to 1.7% of GDP this fiscal as compared to 4.7% of the GDP in FY 2013-14.²
- Consumer Price Inflation down to 5.52% in Oct 2014 from 10.20% in 2012-13³
 - Food Inflation down to 5.59% in Oct 2014 India from 14.72% in Nov 2013³

Big plans being put into action



Launch of "Make in India" campaign to increase jobs in manufacturing.



Jan Dhan Yojana (Public Wealth Scheme) launched where every Indian family will be enrolled in a bank for opening a zero balance account. Plans to open 7.5 crore bank accounts by 26 January 2015.¹



Pressure & empowerment of bureaucracy to be people & goal oriented, disciplined and for speedy decision making.



Developing an online portal: A "one-stop single window system" where investors can log on to seek all required clearances, in few cases even over 100, to set an industry in India.



Encouraging FDI in defense, railways, construction.



\$100 billion worth of foreign investments from Japan, China & the US.²



Promise to build 100 smart cities (ecologically friendly, technologically integrated, meticulously planned).³

Sources:

1: Zee News, 2: Business Standard, 3: Financial Express



Government determined to make India rank within the top 50 on the World Bank's Ease of Doing Business Index from current 142.



Internationally too, confidence in India is growing

McKinsey&Company

“Narendra Modi has turned India into a magnet” says Dominic Barton, CEO, McKinsey.



According to the World Bank, a 'Modi dividend' could lift India's economic growth to 6.4% in 2015-16.



According to Bank of America Merrill Lynch, India's economic growth is expected to rebound to 7.5% by 2018.

NOMURA

"We expect India's real GDP growth to rise to 6.4% in 2015, from 5.2% in 2014, and further to 6.8% in 2016."





**So, where do
almonds fit
into all this**



Almond consumption in India is driven by traditions

Current Program: Reinforcing existing traditions and beliefs

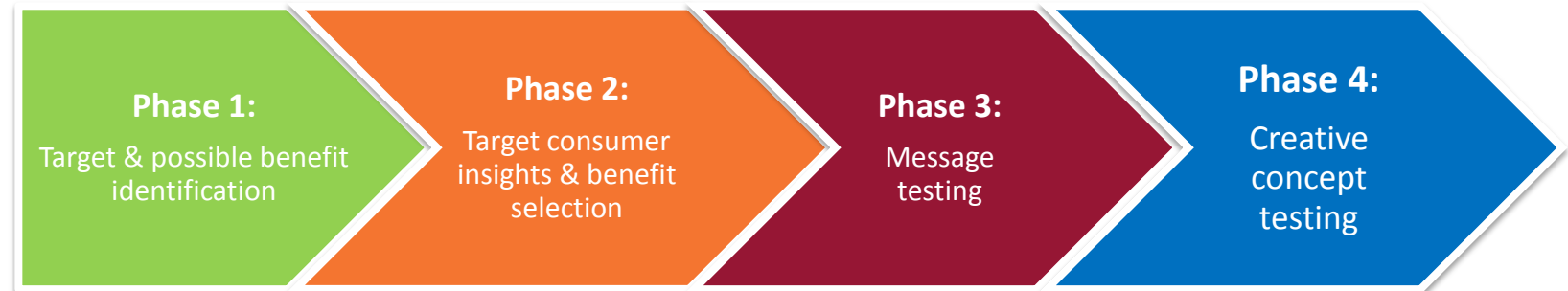
- Consumed soaked and peeled first thing in the morning
- Given by mothers to children
- Believed to be good for the brain
- Provides energy that lasts through the day



Next Opportunity Program

- Identifying how to bring almond benefits to more Indian Consumers

Our 4 stage consumer research, suggested that people were looking for growth, prosperity & success



Insights:

- Psychographic Orientation: Highly oriented towards healthy living.
- Drivers: Success both at home and at work.
- Key Benefits: Mental alertness & energy for the day

Family Consumption Campaign



Mental Alertness + Energy Through The Day
-> Productivity -> Success -> Prosperity

- Housewives between the ages of 25-55 giving almonds to their children
- Housewives, Working Men and Working Women between the ages of 25-35 for self-consumption

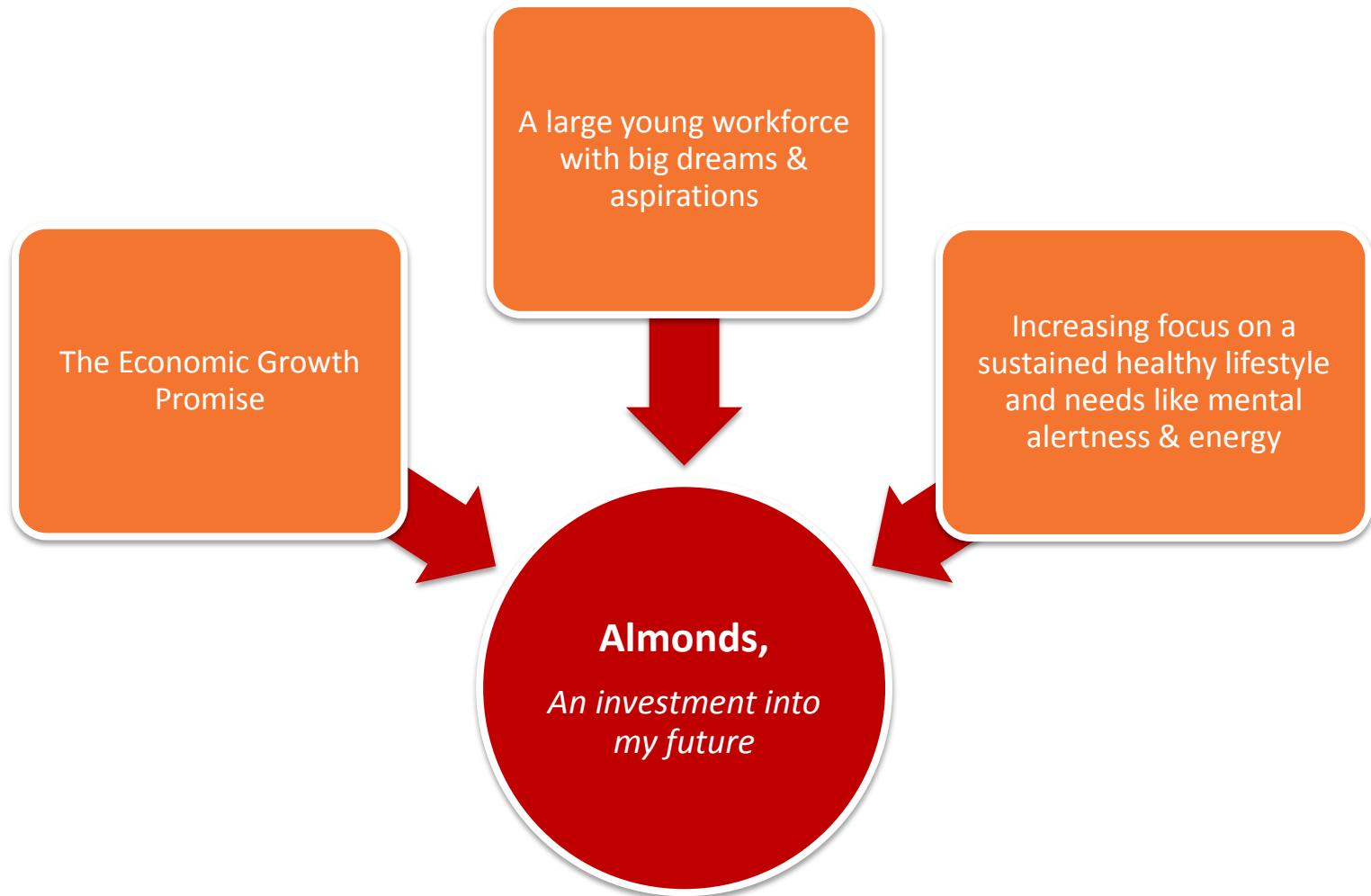
The Winning Message, The New Positioning

**Small investments today,
build into the big successes
of tomorrow.**

**Almonds are a small
investment into my future.**



Our New Positioning, fits in naturally with what the country is looking for: A Better Tomorrow



Communicating Almond Benefits When and Where they're Relevant

Broadcast Campaign



Tomorrow Begins Today

No matter what tomorrow has in store, you're best prepared for success when you have your almonds today, everyday

Consumer Education Program: Sharing More Nutritional Benefits



Food for Explorers

Your young ones seem to be growing up so fast! One minute they are toddlers taking their first leery-by steps, and before you know it, you see them running off to their next adventure. Their eyes sparkle with curiosity and endless questions roll off their tongues, day after day. Being their loving outdoorman, you always want to see them discovering, growing and being prepared for every challenge. Tasty and healthy almonds can help you bring out their best.

Food for Learners

From science lessons to sports practices, home-work to art projects, children have a lot of things packed in a single day. Almonds, with the power of protein, provide the much needed energy boost your kids need. These bite-sized bundles of goodness are ideal for munching while studying or at any time of the day. Just a handful of almonds helps keep your little learners powered all day long.

ENERGY TO POWER THE CHAMPIONS OF TOMORROW



Food for Playful Bakers

Looking for a break from their table torturess? When you need a snack that tickles your child's taste buds, but is good on the nutritional front too, you can count on almonds. With their buttery taste and one-of-a-kind crunch, almonds pair perfectly with all kinds of ingredients. They can be used in a variety of forms, like whole, sliced, sliced, chopped, and blended. Just a dash of chili or a sprinkling of cinnamon and sugar can turn them into a scrumptious snack mix.

Food for Go-getters

"It grams of protein, 4 grams of filling fiber and plenty of essential nutrients - that's what is packed in every handful (about 30 grams) of almonds", says nutritional fitness specialist. These wonder nuts are a fit with all age groups and just the thing for an active lifestyle and unstoppable spirit.

The ideal daily portion of almonds is about 30 grams, or about 23 almonds, which provides 19 grams of protein necessary to keep you energized all day.

Tomorrow Begins Today

Energy Packed • Anytime Snack



Heart Healthy • Antioxidant Rich

ALMONDS LOWER HUNGER PANGS

People who eat one-fourth cup of dry-roasted, lightly salted almonds every day fell less hungry and improved dietary vitamin E and monounsaturated (good) fat without increasing their weight, shows a new study.

Eating almonds significantly reduces the desire to eat at subsequent meals, found the

study on the effects of almond snacking on weight and appetite. The study, led by researchers at Purdue University and published in the *European Journal of Clinical Nutrition*, helps identify snacks that pose little risk for weight gain while providing health benefits for people struggling with obesity and nutrient shortfalls.



EATING ALMONDS CAN HELP REDUCE HEART DISEASE RISK

London: Eating a handful of almonds every day can reduce the risk of heart disease by keeping blood vessels healthy, a new study has claimed.

Researchers from Aston University, UK, found that almonds significantly increase the amount of antioxidants in the blood stream, reduce blood pressure and improve blood flow. These findings add weight to the theory that Mediterranean diets with lots of nuts have big health benefits, researchers said. The study was led by Prof. Helen Griffiths, professor in biomedical sciences and executive dean of the School of Life and Health Sciences at Aston University.



EAT RIGHT



CHANGING HABITS Though homemakers are becoming health conscious they can't keep their hands off unhealthy snacks.

Time to get rid of unhealthy snacking

Noodles, chips, biscuits and cookies always help in satisfying our hunger pangs. But can we ever get

say no to these delicious but not good for health snacks? A survey conducted by Ipsos, a market research company, across six cities found that though people are becoming health conscious they can't keep their hands off unhealthy snacks.

The study covered metros like Delhi, Mumbai, Lucknow, Ahmedabad, Bangalore and Hyderabad on a sample size of 1,000 subjects, split across 50 to 55 years age group, all women. Majority of the housewives polled said they indulge in unhealthy snacking like namkeen, peanuts, chips, biscuits and cookies.

As per the survey 96 per cent of housewives are aware of all the nutrients which are imperative for a healthy life, but only one fifth opt for a healthy snacking option.

Renka Somadatta, a nutritionist says, "This figure suggests a tectonic shift in the mindset of Indian women, who are now at least aware of the requirements of their and their family's health, fitness and overall wellbeing. But,

clearly, there are loopholes in implementation and most of them end up giving in to their cravings."

So, what should be the best and healthy option in snacking? Dr. Sunita Choudhary, chief dietitian and nutritionist, ILL Super Specialty Hospital says, "We cannot ignore snacks from our eating habits. Therefore, it becomes important that it should be healthy. It should be high in fibre and antioxidant. Avoid consuming fried food instead go for roasted items. Get it low with greens. You can make sprouts chat and sandwiches."

Even nuts, such as almonds, provide a powerful nutrient package. "All nuts have anti-oxidative, anti-carcinogenic, anti-inflammatory and antioxidant properties. Almonds are higher in protein, fibre, calcium, vitamin E, riboflavin and niacin. No way should one miss including

this nut in their diet."

Also, tea, coffee and cookies are synonymous with morning snack time but they are very high on the calorie count when compared to other snacking items like nuts and fruits. Therefore, nutritionists suggest munching on nuts or having fruits because they are an instant source of energy.

Make the almonds satisfy the urge to eat something and at the same time keep a check on the excess calorie intake as well as cholesterol level. These are important parameters especially for people who have diabetes or heart disease running in their family.

Archana Mishra



Formal Trade Conference: Keeping Trade Up to Date



The India Program at a Glance



So, How is the Program Doing?

Results from the AAU 2014

The Top of Mind (ToM)

Almonds out-performed all other dry-fruits and saw a healthy jump in all mind-measures.

Top of Mind Awareness	Total (Overall)		Total (Snack)		Total (Ingredient)	
	2012	2014	2012	2014	2012	2014
Almonds	47%	52%	28%	35%	29%	44%
Cashews	38%	36%	40%	39%	37%	27%
Dates	5%	4%	5%	6%	1%	2%

Attributes

Almonds out-scored all other dry fruits on all parameters of importance and went on to increase it's lead.

Attribute	Importance	Almonds 2012	Almonds 2014	Leadership Gap vs Cashews
Is the healthiest dry fruit	70%	74%	81%	68%
My favorite dry fruit	70%	44%	58%	26%
Good for brain / concentration	69%	65%	74%	60%
Helps children to be successful	67%	New	69%	49%
Provides energy	67%	62%	67%	46%

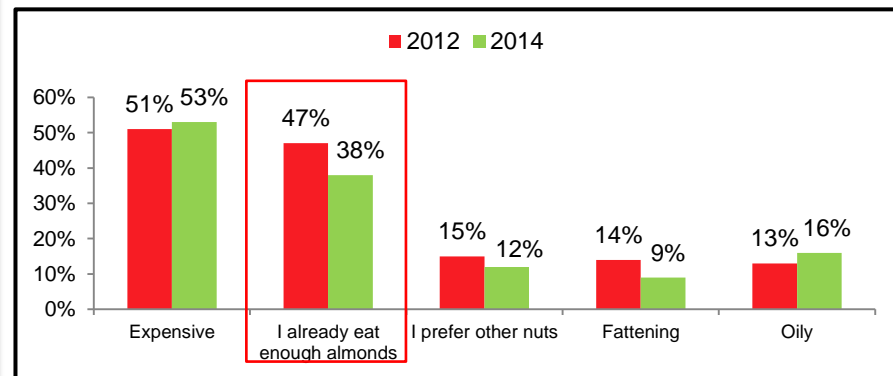
Attitudes

Almonds are the dry fruit liked best by consumers and are also considered the healthiest.

Dry Fruit	Total (Liking)		Total (Health)	
Survey Year	2012	2014	2012	2014
Almonds	9.13	9.17	9.46	9.55
Cashews	9.06	9.00	8.96	8.91
Raisins	8.53	8.32	8.51	8.42

Barriers

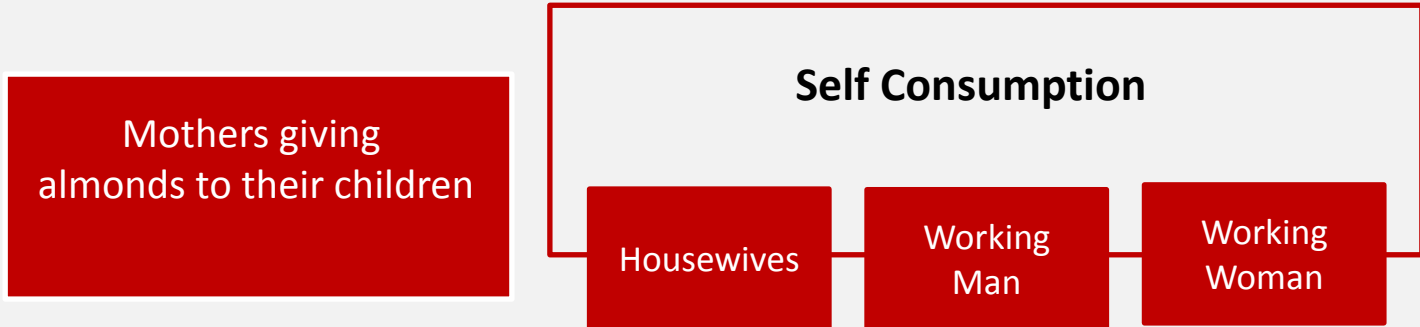
'Already Eat Enough' dropped from 47% to 38%



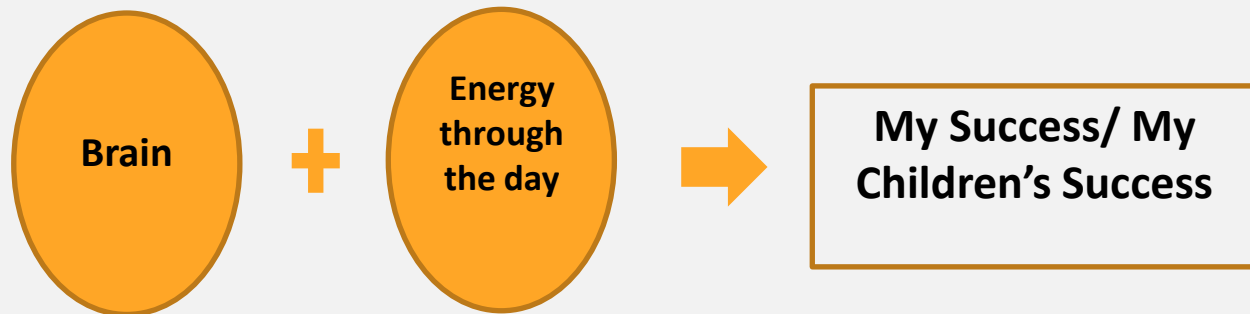
The Vision: Looking Forward

Consumer Growth Strategy

1 Enhance Frequency



2 Enhance Perceived Value



Continue to evaluate other benefits

Thank You