

Development Strategy of the Ukrainian Berries Association for 2026–2029

Ukrainian Berries Association



Association Priorities

- Increasing Exports and Import Substitution
- Improving the Efficiency of Association Members
- Advocating for the Industry's Interests
- Providing Information Support to the Industry
- Developing a Skilled Workforce for the Industry

Ukrainian Berries Association



Mission

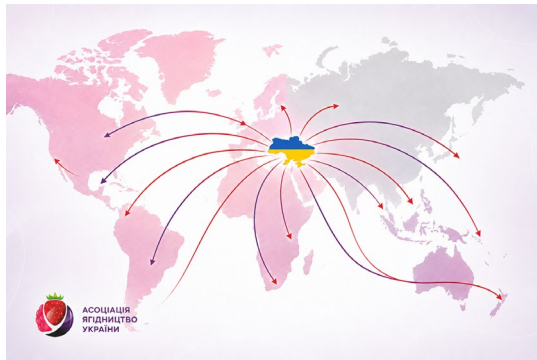
To unite participants of Ukraine's berry industry around shared interests to strengthen its competitiveness, develop the domestic market, and reinforce Ukraine's position as one of the global leaders in the berry sector.

Ukrainian Berries Association



Vision

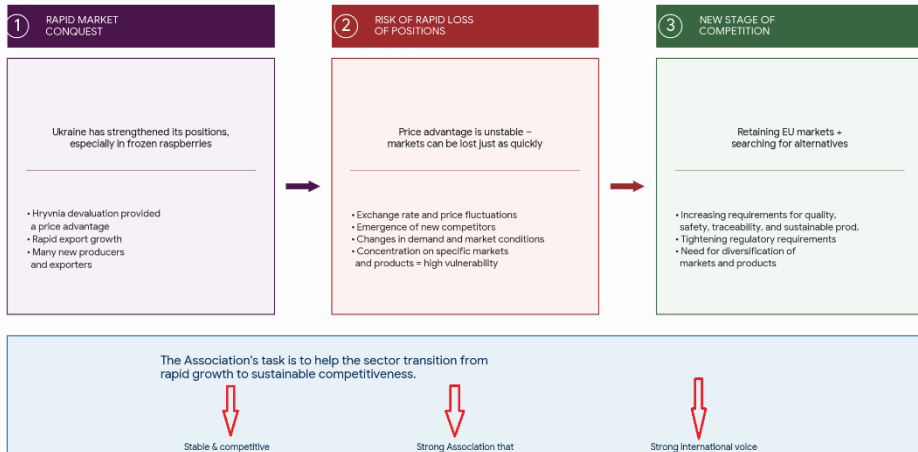
Berries from Ukraine — on shelves and in food products around the world.



Ukrainian Berries Association



A New Stage in the Development of the Sector



Ukrainian Berries Association



Strategic Objectives and Goals for 2026–2029

1. Enhance the Resilience and Competitiveness of Association Members

- At least **70% of members** participate annually in the Association's events, services, or joint initiatives.
- Member satisfaction with the Association's activities — **at least 90%**.
- At least **50 members** implement new practices, standards, or solutions with the Association's support.

2. Strengthen the Association's Influence and Role in the Development of Ukraine's Berry Sector

- Increase the number of Association members to **200**.
- Annual turnover of the Association from all funding sources — **at least UAH 15 million**.
- At least **20 decisions** related to the development of Ukraine's berry sector are adopted taking into account the Association's proposals.

3. Strengthen the International Position of Ukraine's Berry Sector

- At least **20 international partnerships or joint initiatives**.
- At least **100 companies** participate in international events, programmes, or business missions with the Association's support.
- The Association serves as a **permanent representative of Ukraine's berry sector** in key international professional networks and at major international industry events

Ukrainian Berries Association



SWOT–TOWS Analysis of the Association

1. Resilience and Competitiveness of Association Members

	S • Expertise • Experience in Implementing Various Projects • Trust of Market Stakeholders • Extensive International Professional Network	W • Limited Range of Services for Members • Limited Financial and Non-Financial Resources • Dependence on Grant Funding • Low Member Engagement
O • A Large Pool of Potential New Members • European Integration and Harmonization of Standards • Producers' Growing Need for Practical Expertise • Availability of International Sector Support Programmes • Access to Markets Where Ukraine Is Not Yet Represented	Leverage the Association's expertise and international partnerships to increase members' profitability and competitiveness and support their entry into new markets.	Expand the range of services, digital tools, and membership base to improve access to practical support for producers and strengthen the Association's financial sustainability.
T • Increased International Competition • Climate Change • Instability in Ukraine	Leverage the Association to provide members with timely information, share best practices, and coordinate joint action in response to external challenges.	Focus resources on the most in-demand services, strengthen organizational capacity, and diversify funding sources.

SWOT–TOWS Analysis of the Association

2. The Association's Impact on Sector Development

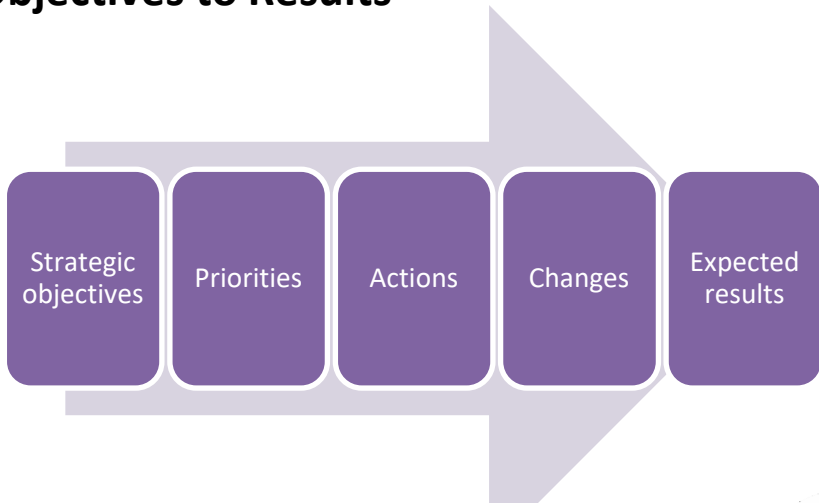
	S • Recognition among International Partners and Government Authorities • Strong Professional Reputation and Visibility in the Ukrainian Market • Access to Key Stakeholders • Strong Analytical Expertise	W • Limited Sector Coverage through Membership • Limited International Visibility • Limited Influence on Government Decision-Making • Insufficient Resources for Systematic Advocacy • Insufficient Resources for Institutional Development
O • European Integration and Legislative Alignment • Development of a New Agricultural Policy in Ukraine • Availability of International Sector Support Programmes • Industry Consolidation around Shared Interests	Strengthen the Association's impact on sector development through expert participation in policy-making and industry consolidation.	Expand the Association's membership base, international presence, and institutional capacity.
T • Inconsistency in Government Policy • Competition from Other Associations and Grant Programmes • The Government's Wartime Priorities • Intense Competition in International Markets and the Politicization of Issues	Leverage the Association's credibility to protect the interests of the sector amid instability and increasing competition.	Strengthen the Association's institutional and financial capacity to ensure sustainable representation of the sector's interests.

SWOT–TOWS Analysis of the Association

3. International Position of Ukraine's Berry Sector

	S • Ukraine's Strong Current Position in the Global Berry Market • The Association's Well-Developed International Partner Network • Experience in Promoting Ukraine's Berry Sector Internationally • Strong Export Orientation of the Sector	W • Low Visibility of Ukraine in International Professional Media • Perception of Ukraine as a "Raw Material Supplier" • Limited Presence of Ukrainian Companies in International Professional Networks • Limited Resources for International Representation
O • Availability of Markets Not Yet Covered by Ukrainian Exports • Availability of Sector Support Programmes, Including for Partnership Projects • Opportunities to Export Value-Added Food Products • Integration into EU Markets	Leverage the Association's international partnerships and reputation to strengthen the global position of Ukraine's berry sector.	Strengthen the international visibility of Ukraine's berry sector through partnerships, promotion, and international representation.
T • Vulnerability of Ukraine's Current International Position Due to Reliance on Price-Based Competition • Trade Barriers and Changes in Regulatory Requirements • War-Related Damage to Infrastructure and Businesses	Changes of the sector's international positioning from price-based competitiveness towards quality, innovation, and reliability.	Expand international presence and diversify partnerships to reduce external risks and strengthen the sector's position.

From Objectives to Results



Ukrainian Berries Association



Changes in Priority Areas of Activity

Till 2026

1. Increasing Exports and Import Substitution
2. Advocating for the Industry's Interests
3. Providing Information Support to the Industry
4. Improving the Efficiency of Association Members
5. Developing a Skilled Workforce for the Industry

2026 - 2028

0. Institutional Development of the Association

- Membership - Base Financial -Sustainability -Team - Partnerships -Digitalization

1. Analytical and Information Support for Sector Development
2. Strengthening the International Position of Ukraine's Berry Sector
3. Enhancing the Association's Impact on the Development of the Berry Sector
4. Improving the Competitiveness of Association Members
5. Developing Human Capital in the Berry Sector

Ukrainian Berries Association



Strategic Objectives and Areas of Activity

Strategic Objectives	Analytics and Information	International Activities	Representation and Advocacy	Member Development	Human Capital
1. Enhance the Resilience and Competitiveness of Association Members	■	□	□	■	■
2. Strengthen the Association's Influence and Role in the Development of Ukraine's Berry Sector	■	■	■	□	□
3. Strengthen the International Position of Ukraine's Berry Sector	■	■	■	■	□

Ukrainian Berries Association



Roadmap

2026

2027

2028

Results

	2026	2027	2028	Results
Analytics and Information	- Quarterly Digests - Analytical Reports - Monitoring of EU Legislation - Monitoring of Ukrainian Legislation - Regular Price Monitoring (Procurement and Export)	- Methodology for Collecting Market Statistics - EU Integration Activities - Analytical Briefs for Association Members - Technical Specifications (ToR) for Digitalization of Data Collection and Analytics	- Collection of Reliable Statistical Data on the Ukrainian Market - A Database of Sector Enterprises (Business Entities) Has Been Established (60% Are Subscribers) and Is Regularly Maintained	200 Members 50 New Practice 20 Partnerships UAH 15 Million
International Activities	- Trade Fairs and Exhibitions (4) - Identification of Priority Markets - Analysis of the Effectiveness of Communications Targeting International Audiences	- Development of a New Exhibition Portfolio Based on Priorities - Work on Opening New Markets - Building Partnerships to Promote Ukraine - Regular Publications in International Media - Preparation of PR Campaigns Abroad	- Trade Fairs and Exhibitions - Opening New Markets - Building Partnerships to Promote Ukraine - Regular Citations of the Association in Western Media - PR Campaigns Abroad	
Representation and Advocacy	- Establish the Association's Position within the New Ministry of Agrarian Policy - Build a Coalition with Other Associations to Advocate for the Sector's Interests - Participate in EU Integration Processes	- Strengthen the Association's Position as the Leading Industry Association - Develop the Sector Development Strategy in Cooperation with the Ministry of Agrarian Policy - Identify a Legal Partner to Provide Individual Advocacy Support to Members - Work with the Ministry of Foreign Affairs and the State Service of Ukraine on Food Safety and Consumer Protection to Open New Markets - Participate in the Development of State Standards for Berry Products	- Association Representation in International Working Groups - Initiatives to Promote Berry Consumption in Ukraine - Establishment of an Official Ukrainian Berry Day	
Member Development	- B2B and Study Visits - SIAL Mission for Newcomers - Training on Quality Control and Food Safety for New Members - Reinstate the Association's Annual Conferences	- Efficiency Audits for Member Companies - Development and Collection of Resources to Support Business Development - Reinstatement of the Member Recognition and Incentive Program - Development of Consulting Services for Members	- Certification of New Members - Development, Implementation, and Promotion of Association Standards for Berry Production - Implementation of Benchmarking for Specific Categories of Berry Businesses	
Human capital	- Conduct Two Professional Training Sessions - Plan Activities for the Coming Years	- Internship Program for Students (Development and Pilot) - Professional Training Program for the Industry - Pilot International Internship Program through Partnerships	- Internship Program for Students (Rollout) - Professional Training Program for the Industry - Internship Program	
Institutional Development	- Formalization of Business Processes - Development of a Service Portfolio	- Transformation of the Website into a Platform for Member Engagement - Implementation of an ERP/CRM System - Hiring a PR/GR Specialist - Optimization of Services and Stabilization of the Service Portfolio - Training on EU Integration - Strengthening Expertise in the Legislative Process - Hiring a Fundraising Specialist	- Digitalization of Services - Digitalization of Analytics - Resources for PR Campaigns Abroad (People, Funding, Partnerships)	



Ukrainian Berries Association



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