Discussion of **Strengths, Weaknesses, Opportunities, and Threats (SWOT)** to the Sprout Industry as a whole and specifically to the International Sprout Growers Association (ISGA) as identified in the convention brainstorming session:

STRENGTHS

- Year-round fresh food
- Local production and distribution
- Powerful symbol
- Multitude of different nutrients
- Community Employment
- Speed velocity of production

- Health benefits
- Variety
- Easily metabolized
- Attractive
- Yummy
- Potential for low environmental impact

BUILD ON STRENGTHS

- Communication of benefits
- Collaboration among growers
- Promote nutrition research
- Discourage unrealistic shelf-life claims

WEAKNESSES

- No guaranteed kill step (?)
- Language barriers and time zones
- Lack of marketing & professional promotion
- Public perception
- Fragmented industry

- Inconsistent quality
- Inconsistent regulations
- Governments don't work together
- In competition with addictive foods

STRENGTHEN THE WEAKNESSES

- A global promotional message (i.e. YouTube, Facebook)
- Improved publicity and promotion (increase Marketing to compete with addictive food

OPPORTUNITIES

- Global classification of pathogens (stay away from a global count standard)
- More countries could participate in the ISGA for example Koreans are one of the highest consumers of sprouts per capita. The ISGA would benefit from having the Koreans in the membership.
- More sharing of information and learning from each other.

MAXIMIZE OPPORTUNITITES

- Government to provide correct information. Request the government to align information with other nations (i.e. E coli count confused with pathogens).
- Distribute the proceedings of ISGA conference to other countries.
- ISGA may need to separate cooked vs. uncooked consumptions.

THREATS

- Media
- Outbreak
- Regulators
- Careless Growers
- Human Error

- Contaminated Seed
- Distribution Chain
- Packaging and Handling
- Industry Size

REDUCE THREATS

- Educate media, regulators, distribution chain, and growers.
- Communicate internal and external.
- Interactive opportunities for meetings with regulators and growers.
- Work with other organizations to gain strength.

Discussion of the benefits and areas for improvement in the International Sprout Growers Association (ISGA) as identified in the membership brainstorming session:

What does the ISGA do really well?

- Outreach is a strength/Network/long-term relationships
- Organization of an annual convention that is truly international
 - Provides a platform for connecting/networking/education
- Longevity of members
- Despite economic fluctuations / tenacity in business
- Value of the food to the 'world'
- Work well in the USA with regulatory agencies to create rules, regulations, and implementation

What benefits does the ISGA currently provide?

- As a spokesperson to government agencies
- Networking resource
- Newsletter
- Contact information / Directory of members and suppliers
- Support and expertise for industry
- Annual convention
- Education Food safety, nutrition, research issues important to industry nationally and globally
- Exposure to new products and equipment
- Opportunity to work together to strengthen industry
- Copy of sanitary guidelines
- UPC codes/nutritional information
- Friendship

How can the ISGA strengthen the existing benefits?

- More members, more input, more energy, more funds.
- More education tools for public and members
- Marketing
- Share experiences in crisis management
- More liaison with government
- More interaction/activity at convention
- More membership participation
- Busy schedules = challenges
- Need to instill a sense that ISGA is integral to the future of the industry and our businesses
- ISGA or government safety seal of approval

- Provide a recommended list of product liability carrier familiar with sprouted foods
- Provide a PR kit to new members to help promote their business locally
- Guidelines to prepare for a food safety inspection
- Online member forum or facebook page

In what areas could the ISGA improve?

- Marketing/PR
- Get Oprah, Jamie Oliver, Michelle Obama, Rachel Ray on the sprout bandwagon
- Use the science
- Use existing resources such as United Fresh Cut, PMA
- Sponsor with products
- Market research consumer studies
- Develop kids' information package for schools, etc.
- Explain the risk
- Validated treatment: standard validation protocol
- Diplomatic Assertiveness
- Support sprout related training programs