
CALIFORNIA AVOCADOS: COMPETING, AND WINNING, THE WHITE-HOT MARKETING GAME A-168

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6000 growers have made a \$1 billion investment in the California avocado industry. It's not a club. It's not a hobby. It's a huge investment that must generate a return and make money. The days of agriculture being immune or insulated from the larger economic context are gone. We can't just grow a crop and assume, as if it's a right, that the market will buy it and buy it at a price which includes a profit after we add up all of our costs. It simply doesn't work that way.