

# 2020 - 2021 Strategic Plan

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**DECEMBER 13, 2019**

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**Association of Genuine Alaska Pollock Producers**  
**Craig Morris, CEO**



## Executive Summary

2020 - 2021 Goals	Key Deliverables	Identified Partner	Timeline for Completion
<b>1. Grow and develop GAPP's Leadership and Staff to meet and serve industry needs.</b>	<i>Recruit and hire third full-time staff position to help augment GAPP's membership services and market insights work and provide additional credibility, bandwidth and member support to the organization.</i>	GAPP	Q3
	<i>Further training and leadership development of existing GAPP staff to ensure that skillsets are being honed and utilized to their fullest extent;</i>	TBD	Q4
	<i>Updated organizational policies around holidays and leave/vacation time and other staff governance policies consistent with similarly situated organizations</i>	Clark Nuber	Q1
	<i>Expanded Committee leadership (at least 3-5 new members per Committee) from across the industry representing diverse perspectives and backgrounds;</i>	GAPP	Q2
	<i>Formalized Committee Governance policies including term limits for Chair persons and diversity policies;</i>	Perkins Coie	Q1
	<i>Committee leadership that transitions away from Board Member Chairs and into Chair persons from the staff-level across the membership;</i>	GAPP	Q2
	<i>Expanded Metrics Committee scope to include Membership focus;</i>	GAPP	Q1-Q2
	<i>Significant Committee engagement and guidance in all GAPP projects and initiatives especially those that pertain to significant budgetary obligations, especially Partnership Programs;</i>	GAPP	Q1
	<i>Revised and updated GAPP by-laws and Board of Director Governance policies including formal D&amp;O insurance;</i>	Perkins Coie	Q1
	<i>Increased financial reporting tracking spending and more expeditious payment of GAPP membership invoices;</i>	Clark Nuber	Q2
	<i>More active participation in dues calculations and communications about such calculations to all members;</i>	Clark Nuber	Q2
	<i>Continued compliance with all 501(c)(6) non-profit requirements as well as requirements to do business in WA, AK and VA.</i>	Perkins Coie/Clark Nuber	On-Going
<b>2. Build inherent customer loyalty for Wild Alaska</b>	<i>On online consumer study that measures the current perceptions around Wild Alaska Pollock and its attributes as compared to the year prior with updated corresponding messaging toolkit for members and allied industry use;</i>	TBD	Q3

<b>Pollock by gathering comprehensive intel and insights that can be disseminated to industry participants for use domestically and abroad.</b>	<i>Consumer insights and message testing around trending food themes that may apply to Wild Alaska Pollock and could bolster on-pack labeling claims and labeling legislation being considered</i>	TBD	Q2
	<i>A comprehensive, industry-wide crisis communications and preparedness plan</i>	TBD	Q1-Q2
	<i>Industry-wide training against the crisis communications plan to ensure understanding of the plan, industry roles and responsibilities, including spokesperson identification and media training (as necessary)</i>	TBD	Q2-Q3
	<i>Actionable research around the composition of surimi and the competitiveness of Wild Alaska Pollock for surimi production</i>	TBD	Q1
	<i>Actionable research of consumer perceptions around the name “Wild Alaska Pollock” in key European Markets that can be used to support GAPP’s PGI application</i>	TBD	Q2
	<i>Actionable research that determines the opportunities around Surimi both in and around Japan and in the U.S. Markets</i>	TBD	Q2
	<i>Actionable research that helps better understand the opportunities for both Japanese and non-Japanese style Wild Alaska Pollock roe around the world;</i>	TBD	Q3
	<i>International economic and market access research that helps GAPP and the Wild Alaska Pollock industry better understand its export opportunities now and in the future.</i>	TBD	Q4
<b>3. Encourage new partnerships, new channels and value-added product innovations that celebrate Wild Alaska Pollock and tell the story of its attributes.</b>	<i>Concrete relationships with the Wild Alaska Pollock industry’s top 25 customers from across retail, restaurant and foodservice with insights about Wild Alaska Pollock and understanding of communications needs;</i>	GAPP	Q1-Q3
	<i>Materials to help customers implement the new Wild Alaska Pollock narrative and amplify its story domestically;</i>	GAPP	Q3
	<i>Execution of the GAPP schools strategy including promotional material development by school lunch brokers and distributors;</i>	GAPP	Q1-Q2
	<i>At least 10 new applicants for partnership under the North American Partnership Program and at least 5 proposals for new products that have not been previously submitted;</i>	GAPP	Q1
	<i>3 or more mission trips to foreign markets to explore opportunities for Wild Alaska Pollock products, promotions and partnerships;</i>	GAPP	Q1-Q4
	<i>At least 5 applicants for European Partnership Program funding;</i>	GAPP	Q1

	<i>A strategic plan that is approved by the GAPP Committees about additional Partnership Programs to be funded in additional foreign based on research and intelligence</i>	GAPP	Q2
	<i>A vetted, researched and compelling PGI application to protect the name “Wild Alaska Pollock” in Europe</i>	GAPP/TBD	Q1
	<i>Participation in foreign market seafood and food shows to better engage with potential partners and understand the opportunities.</i>	GAPP	On-going
<b>4. Ensure the continued support of GAPP’s Membership, Expand GAPP’s Associate Membership Base, Strengthen Allied Industry Ties and effectively communicate Return on Investment.</b>	<i>Robust member communications including monthly GAPP newsletters, blogs, and frequent meetings</i>	GAPP	On-going
	<i>Beneficial member services for all GAPP members and an understanding of membership benefits including a benefits survey to measure the most appreciated services GAPP provides.</i>	GAPP	On-going
	<i>Recruitment of new Associate Membership members, with an annual commitment of at least \$150,000 in funding.</i>	GAPP	On-going
	<i>Solicitation of grant funding opportunities and other opportunities for funding outside GAPP’s membership and Associate Membership Categories.</i>	GAPP	On-going
	<i>Retention of current members at committed (or higher) funding levels.</i>	GAPP	On-going
	<i>Completion of a 3-year Return on Investment Study.</i>	GAPP/Cornell University	Q4
	<i>3 GAPP member events including a cost-neutral Annual Meeting.</i>	GAPP	Q2
	<i>Robust, proactive media engagement that helps to tell Wild Alaska Pollock’s story and positions GAPP as an industry spokesperson.</i>	GAPP/TBD	On-going

## Background & Context

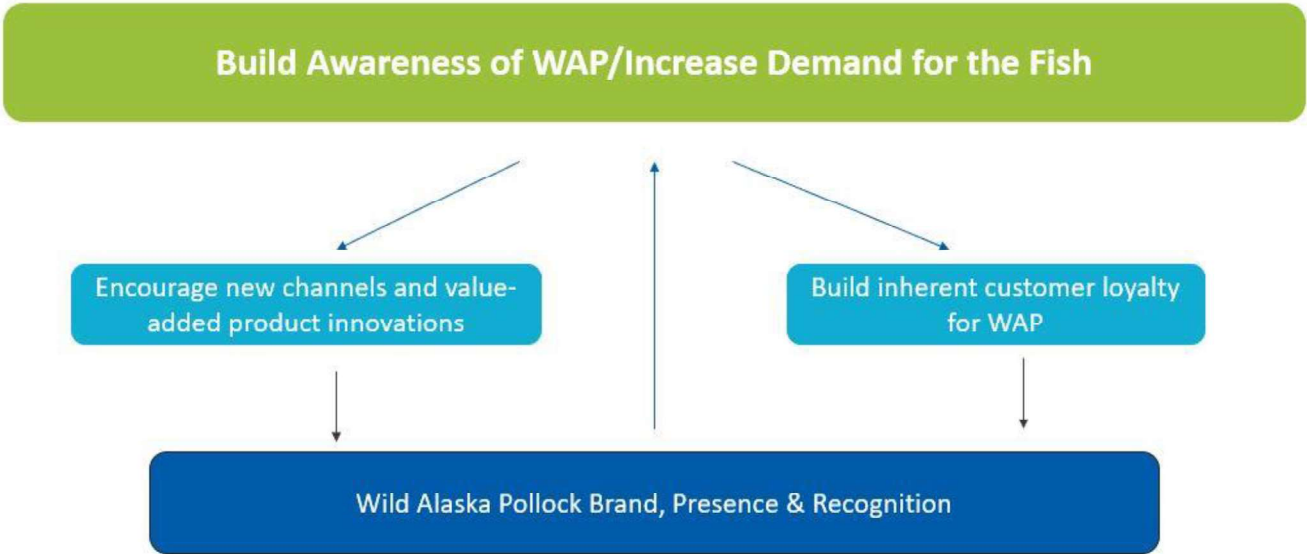
Since it’s reconstitution in 2018 as the organization representing the entire Wild Alaska Pollock industry, the Association of Genuine Alaska Pollock Producers (GAPP) has worked over the past year since hiring its first ever permanent staff to lay a solid foundation for the future of the organization, and the entire Wild Alaska Pollock industry. GAPP has proven itself to be a trusted partner to the seafood industry as a whole. With the increased investment and foresight of the Board of Directors, the tools for success have been brought to bear. With this solid footing established, the next step will be to continue to build the organization, growing its global presence in the coming year.

First and foremost, it is crucial that GAPP is defined as a marketing and promotion organization. Everything that this organization has done and does going forward must be geared towards marketing and promoting Wild Alaska Pollock both here and abroad. GAPP has taken great pains to remain committed to this focus. Much time was dedicated over

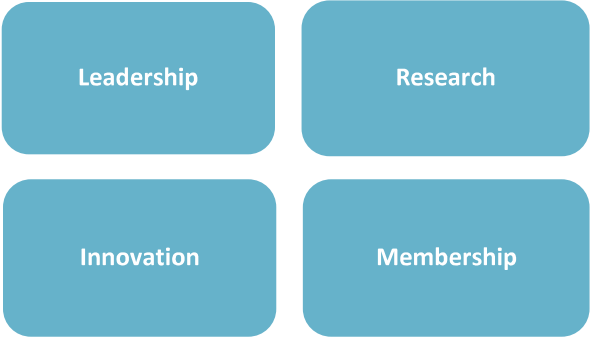


the past year to establishing the organization as a standalone entity with solid governance and oversight, creating a member-led organization that solicits guidance and insight from industry leadership, and to crafting a narrative for Wild Alaska Pollock, rooted in tested research, that begins to build an effective brand for our fish in the domestic market.

The GAPP Board of Directors approved the following strategic operating principles that govern GAPP and its initiatives. The mission of GAPP is to build awareness and demand for Wild Alaska Pollock and this is accomplished by (1) encouraging new channels that haven't previously considered Wild Alaska Pollock and value-added Wild Alaska Pollock product innovation; and (2) building inherent customer loyalty for Wild Alaska Pollock so that they are committed to the fish and do not substitute it. These efforts are underpinned by creating a global brand presence, recognition and familiarity for Wild Alaska Pollock that subsequently drives the original goal.



In the coming year, GAPP will again be focused on these guiding principles, but with a focus on growing the organization, strengthening the brand for Wild Alaska Pollock domestically, and expanding the presence of the fish abroad. The work this year will fall into four key workstreams, as follows:



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The strategy laid out below seeks to build upon GAPP's foundation, which drives towards starting to increase demand and value for WAP. The plan is structured around four main goals that have key deliverables to be accomplished for each.

Throughout this plan for 2020-2021, you will see many of the priorities that were originally highlighted by the GAPP Board and other members continue to be addressed. Overall, the 2020 - 2021 plan is one that drives the organization and the industry forward—faster and more efficiently now that GAPP has an established foundation on which to build. You'll notice a significant focus on international efforts, while continuing to ramp up the business-to-business strategy to build our Wild Alaska Pollock brand here domestically through continued support of innovation and new research.

GAPP was designed to be an unabashed idea generator for how best to build demand and market Wild Alaska Pollock. This plan will give GAPP the space to be able to better generate those exciting ideas to either implement itself or share with the membership to be implemented on behalf of the industry. GAPP will continue to be the clearinghouse for passionate projects that move the needle on creating buzz, excitement and value around Wild Alaska Pollock and execute initiatives that further those goals.

## 2020 - 2021 Goals (April 1, 2020 – March 31, 2021)

### ***1. Grow and develop GAPP's Leadership and Staff to meet and serve industry needs.***

With the increased member investment in GAPP, it was critical that the association spent the last year establishing the organization as a standalone, with its own staff and proper accounting and legal protocols and policies in place. To that end, GAPP retained Clark Nuber as its Certified Public Accounting Firm and expanded its legal representation with Perkins Coie. GAPP also hired its second full-time employee as its Communications and Membership Coordinator.

GAPP applied with the Internal Revenue Service for proper, legal 501(c)(6) non-profit status and registered as doing business in Alaska, Washington, and Virginia. Its tax return was properly filed, and its accounting protocols were strengthened with the addition of electronic mechanisms to track expenses, pay invoices and the like. GAPP also implemented a more formal process for invoicing its Members on a quarterly basis and tracking outstanding payments. Additionally, GAPP implemented a four-level Associate Member Program which has brought in significant revenue to the organization.

The GAPP Board of Directors this year worked with GAPP staff to define the organization's mission and frame all initiatives through the lens of that vision, and the desired return on investment. As part of GAPP's 2019 - 2020 Goal to be a member-led organization, GAPP has worked to form six Committees, four standing Committees (Communications, Fillet, Surimi and Roe) and two ad-hoc Committees (Metrics and Sustainability). These Committees all met in-person in conjunction with GAPP's first-ever Annual Meeting and have had multiple conference calls and online meetings throughout the year.

## Priorities:

- GAPP as credible expert in industry
- Staff training and development
- Utilize GAPP member staff on committees
- Use committees as a vetting forum before things are brought to the BOD
- Board governance and development
- Financial transparency and fiscal responsibility
- Continuity of leadership



In 2020 - 2021, GAPP will work, first and foremost, to strengthen the staff to continue to exceed the expectation of its membership. GAPP must position itself as the credible, knowledgeable gathering place for the Wild Alaska Pollock industry to come and realize success. In order to do that, GAPP must hire staff in this next year that can support those goals and help to increase member services. GAPP must always remember that the association is, first and foremost, a membership organization and serve the needs of those that support our mission fully.

The goals of the organization for the next year can be met through a combination of full-time staff and experienced consultants completing distinct projects for GAPP. Creating the full-time position of a Vice President (VP) of Membership Services and Market Insights position will best serve the immediate staffing needs of the organization. Supplementing this full-time position with a few key consultants will be critical to the organization's success.

The focus of the new VP of Membership Services and Market Insights will be on building out the bandwidth and expertise of GAPP to ensure that it is a fully credible organization with the expertise to assist members and, most importantly, represent the Wild Alaska Pollock industry in a number of key internal and external forums. As one of the key goals this year will be to continue to grow and strengthen our GAPP Membership and Associate Membership base, this position will be hyper focused on serving our member needs—no matter what they are—and ensuring that the return on membership investment is communicated. ([See Appendix 1](#)) for a full position job description.

2020 - 2021 will also see a new focus on the development and training of GAPP's existing staff. Specifically, investments will be made in leadership training for the GAPP CEO in both organizational leadership and speaking. This can be achieved through a combination of existing leadership classes and a development coach. Additionally, GAPP's CEO will take an active role in working with the GAPP Communications and Membership Coordinator to ensure that the skillsets are being utilized to accomplish GAPP's overall mission. Specifically, GAPP will invest in having our new and existing staff spend time looking at other similarly situated trade associations to share learnings and ensure that GAPP is exceeding expectations in terms of membership services and return on investment.

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In addition to the three FTE positions (two existing, one new), GAPP will also continue to rely on a series of experienced consultants to help fulfill day-to-day as well as long-term project needs, specifically with regards to research and marketing efforts both here and abroad. GAPP signed contracts with the Garrigan Lyman Group and Ketchum Public Relations last year to assist with launching the new GAPP website and with conducting preliminary domestic consumer research around Wild Alaska Pollock and creating messaging toolkits. In 2020 - 2021, this work will shift to maintenance of the existing website and associated communications (to be done through a combination of staff and contractors) and international consumer research and implementation of the GAPP business-to-business (B2B) strategy (again, through a combination of staff and contractors). This best serves GAPP's immediate staffing needs while keeping the majority of association dollars in the field doing work to build demand and awareness for Wild Alaska Pollock and minimizing association fixed administrative costs.

2020 - 2021 will also be focused on strengthening the Board's leadership and shoring-up the governance policies for the Association. In particular, GAPP will work to develop additional policies for the Board of Directors and review the existing bylaws to ensure continuity of leadership and transparency.

GAPP also will seek to strengthen the expertise on the standing GAPP Committees, ensuring the appropriate representation from across the industry to provide guidance to GAPP staff and drive various projects and initiatives forward. GAPP will aim to have consistent meetings of the GAPP Committees and engage them fully in active GAPP decision-making processes. This is especially important as GAPP seeks to expand the Partnership Programs in the U.S. and other markets ([See Goal 3](#)). The association will also augment the scope of the Metrics Committee to be "Metrics and Membership" to allow for that Committee to not only focus on return on investment and governance of GAPP, but also on developing and growing the Membership and Associate Membership program and fundraising. This is a critical element for GAPP and one that requires leadership and guidance from within the organization.

Lastly, as with the 2019 – 2020 goals, it is critical that GAPP continues be an organization beyond reproach. That means continuing to abide by all state and federal laws, provide transparency into our accounting and spending, and ensuring that the association always operating in a manner that is consistent with the values of its members. In 2020 - 2021, GAPP will continue to work with Clark Nuber to provide comprehensive, consistent financial reports to the GAPP Board of Directors and Membership and work to quantify spending against given projects in a more simplified manner. GAPP will also work to ensure members' more timely payment of invoices and provide more transparency into dues calculations.

2020 - 2021 will be focused on strengthening our existing leadership to ensure that the organization remains strong, committed to its mission and vision, and reputationally beyond reproach. Key deliverables are outlined below.

**Key Deliverables include:**

- *Recruit and hire third full-time staff position to help augment GAPP's membership services and market insights work and provide additional credibility, bandwidth and support to the organization ([See Appendix 1](#));*
- *Further training and leadership development of existing GAPP staff to ensure that skillsets are being honed and utilized to their fullest extent;*

- *Updated organizational policies around holidays and leave/vacation time and other staff governance policies consistent with similarly situated organizations (see Appendix 3);*
- *Expanded Committee leadership (at least 3-5 new members per Committee) from across the industry representing diverse perspectives and backgrounds;*
- *Formalized Committee Governance policies including term limits for Chair persons and diversity policies;*
- *Committee leadership that transitions away from Board Member Chairs and into Chair persons from the staff-level across the membership;*
- *Expanded Metrics Committee scope to include Membership focus;*
- *Significant Committee engagement and guidance in all GAPP projects and initiatives especially those that pertain to significant budgetary obligations;*
- *Revised and updated GAPP by-laws and Board of Director Governance policies;*
- *Increased financial reporting tracking spending and more expeditious payment of GAPP membership invoices;*
- *More active participation in dues calculations and communications about such calculations to all members;*
- *Continued compliance with all 501(c)(6) non-profit requirements as well as requirements to do business in WA, AK and VA.*

## ***2. Build inherent customer loyalty for Wild Alaska Pollock by gathering comprehensive intel and insights that can be disseminated to industry participants for use domestically and abroad.***

Over the past year, much of GAPP's focus has been on creating a brand for Wild Alaska Pollock that steps on the footing of a solid narrative around the most persuasive attributes for our fish. Comprehensive research was conducted in the U.S. market to determine which attributes were most motivational to consumers when it comes to purchasing Wild Alaska Pollock. Stakeholder interviews were conducted across the entire seafood value chain to determine barriers and gateways to purchasing, menuing and serving Wild Alaska Pollock in various sectors. Those insights were compiled into detailed learnings and messaging toolkits that can now be utilized by every member of the Wild Alaska Pollock industry to better communicate about our fish. Communicating about Wild Alaska Pollock in a consistent way leads to an amplification effect which in turn increases consumers' familiarity with our fish and a desire to purchase. That, in turn, leads to key customers (retail, restaurant and foodservice) remaining loyal to our fish and its products.

Gathering this research was a service to the Wild Alaska Pollock industry and its members. GAPP seeks to be the clearinghouse of such research—the “Intel Inside®”—so that no one individual company needs to take on this burden and expense, but rather can share in these data and insights on a non-competitive basis to be used and actioned against. Coincidentally, all working from the same playbook leads to consistent messaging, which leads to the development of a global brand for Wild Alaska Pollock. Simply put, it's a win-win.

In 2020 - 2021, GAPP intends to continue supervising and funding research projects for the betterment of the industry. Insights gathered from this research will both be utilized by GAPP in its marketing and communications efforts ([See Goal 3, below](#)) and also can be used by the entire industry. First and foremost, GAPP will once again



conduct the domestic nationwide online survey of seafood consumers to gauge perceptions of Wild Alaska Pollock. This benchmarking research is essential to both determine GAPP's effectiveness year-over-year, but also to monitor the gateways and barriers to consumption of our fish domestically. These insights are imperative to help drive not only GAPP's marketing strategy, but the marketing strategies of individual companies throughout the Wild Alaska Pollock industry.

GAPP will also undertake research to determine if Wild Alaska Pollock can fit into any existing or emerging domestic marketing trends (i.e. natural, organic, etc.). With potential labeling legislation being considered, this research will not only help inform on-going industry-wide communications efforts, but can also support our sister organizations and legislators in their pursuit of fair and accurate labeling for seafood and other regulated products.

GAPP will also continue to proactively address potential barriers to consumption of Wild Alaska Pollock. One such barrier (and frankly, opportunity) is Wild Alaska Pollock's carbon footprint. In 2019 - 2020, GAPP hired renowned company Quantis to conduct a full Wild Alaska Pollock Life Cycle Assessment. In 2020 - 2021, GAPP will ensure that this work is completed and that a full communications plan is developed and implemented to help communicate the results to members, customers and consumers as well as 3<sup>rd</sup> party experts who are instrumental to serving as validators around our fish.

Lastly, domestically, GAPP will also work to bring allied associations and the membership together to draft, develop and train around a Wild Alaska Pollock industry crisis plan. The seafood industry has seen countless industries (most recently salmon) fall victim to public relations crises that have negatively impacted customer relations and consumer trust. The Wild Alaska Pollock industry over the course of its history has also experienced several negative events. As GAPP works to continue to build a global brand for Wild Alaska Pollock, the industry must be prepared for greater scrutiny, especially during a crisis. Harnessing the expertise of the industry to prepare ourselves for the eventual crisis that may befall us is critical to the long-term success of our brand.

While the domestic efforts are critical, GAPP must also recognize that 2019 – 2020 was largely dedicated to the domestic marketing and promotion of Wild Alaska Pollock. In 2020 - 2021, it is imperative that GAPP thinks globally and work diligently to gather the insights necessary to develop an international marketing plan that is market-specific for Wild Alaska Pollock while simultaneously building our global brand—with awareness, but more importantly familiarity, for our fish. To that end, GAPP will solicit partners and supervise comprehensive research projects throughout 2020 - 2021 designed to help foster a greater understanding of current perceptions around Wild Alaska Pollock (and its component products) as well as barriers to be addressed and gateways of opportunity for future growth. These insights will be critical not only in helping to inform GAPP's marketing and communications projects and those of our members, but also in determining where to invest in terms of new products, new markets, and new channels overseas ([See Goal 3, below](#)).

Specifically, GAPP will undertake research projects to better understand consumer perceptions around the name "Wild Alaska Pollock" in key European Markets. This will be helpful not only for long-term marketing strategy development, but also critical to support our PGI application to the European Commission ([See Goal 3, below](#)). GAPP

### Priorities Realized:

- Consumer perceptions measurement and tracking
- Crisis preparedness
- Addressing barriers to entry
- Assessing international marketing opportunities

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will also undertake research to better understand the competitive market for Surimi as well as the growth opportunities for Surimi both in and around Japan and in the U.S. market as well. GAPP will also conduct research (stakeholder interviews and consumer surveys) about the opportunities for both the traditional Japanese and non-Japanese Roe preparations around the world to support limited product development and testing of new Roe products (See Goal 3, below).

All of this research will be compiled and presented in a way that GAPP's membership can action against. GAPP will work with its members and allied partners to help train sales teams, marketing staff and others on how to use this research when communicating about Wild Alaska Pollock. GAPP's Committees will be heavily involved in the development of the proposals for research partners, the development of the research formats and questionnaires, the review of the results and the presentation formats for the findings. Their leadership and oversight will be instrumental in ensuring that the results answer the questions sought and are helpful to the GAPP membership overall.

GAPP serving as the purveyor and clearinghouse for important industry research is a critical service to our membership and gives GAPP, as an organization, infinite credibility as the premier Wild Alaska Pollock promotion organization around the world. Conducting this research, GAPP believes, will also aid in obtaining membership from affiliates associated with our industry around the world, thus bolstering GAPP's Associate Membership program (See Goal 4, below).

**Key Deliverables include:**

- *Online consumer study that measures the current perceptions around Wild Alaska Pollock and its attributes as compared to the year prior with updated corresponding messaging toolkit for members and allied industry use;*
- *Consumer insights and message testing around trending food themes that may apply to Wild Alaska Pollock and could bolster on-pack labeling claims and labeling legislation being considered;*
- *A comprehensive, industry-wide crisis communications and preparedness plan;*
- *Industry-wide training against the crisis communications plan to ensure understanding of the plan, industry roles and responsibilities, including spokesperson identification and media training (as necessary);*
- *Actionable research around the composition of surimi and the competitiveness of Wild Alaska Pollock for surimi production;*
- *Actionable research of consumer perceptions around the name "Wild Alaska Pollock" in key European Markets that can be used to support GAPP's PGI application;*
- *Actionable research that determines the opportunities around Surimi both in and around Japan and in the U.S. markets;*
- *Actionable research that helps better understand the opportunities for both Japanese and non-Japanese style Wild Alaska Pollock Roe around the world;*
- *International economic and market access research that helps GAPP and the Wild Alaska Pollock industry better understand its export opportunities now and in the future.*



All of this research can be used as a benefit of membership, meaning that GAPP members can share these in-depth reports and all future research with their customers and stakeholders, and those that are not GAPP members will not have access to these data and insights. Such reports will be stored on the new “Members Only” section of the GAPP website to be accessed and fully used by members.

**3. *Encourage new partnerships, new channels and value-added product innovations that celebrate Wild Alaska Pollock and tell the story of its***

**Priorities Realized:**

- Building Terminology for Describing/Marketing Wild Alaska Pollock
- Create a Positive Image of the Industry
- Successful and efficient B2B strategy
- Aligning strategies and interests with partners
- Increase GAPP Presence
- Media relations
- New products, new channels for Wild Alaska Pollock

This past year, GAPP experienced incredible support for, and growth of, its North American Partnership Program which seeks to put Wild Alaska Pollock into new forms, new channels, or associated with new influencers. With more than fifteen distinct partners and counting and industry-matching investment of over 4:1, this program has proven to be incredibly successful for GAPP and its members and has delivered a huge return on investment.

In 2020 - 2021, GAPP will continue to build on the success of its partnership program both domestically and abroad. Significant financial resources will be invested in new product innovations and in supporting the seafood value chain to encourage new partnerships and collaborations. From the domestic perspective, GAPP will first and foremost, work to turn its new Wild Alaska Pollock messaging toolkits into insights that can be utilized by our downstream customers.

GAPP firmly believes that bringing our industry’s customers close and utilizing them as advocates to carry forth our messages is the best and most efficient return on investment for membership dollars. This year, GAPP will focus on developing relationships with our top 25 customers (retailers, restaurants and foodservice) in order to persuade them to utilize our messaging on-pack or in store and providing them with the tools to help tell our story. A key component to this will be engaging in meetings to understand their needs and how to transform our existing messaging and insights into marketing and communications materials they can use with ease. GAPP will also work with our members’ sales teams to help train them on the Wild

Alaska Pollock communications materials and be a greater resource to help answer their (or their customers’) questions and provide communications and marketing support—and tools—to help them in their jobs.

GAPP will also work to execute its Schools Strategy that was developed in 2019 - 2020. GAPP believes that more can be done to better understand the needs of brokers and distributors as the key leaders in school lunch purchasing. In 2020 - 2021, GAPP will focus on them as “customers” and work to understand their needs to help them better promote Wild Alaska Pollock, and then create the materials and resources they need to satisfy those needs. GAPP will document these conversations and provide information and intel on any and all meetings to our members to help

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inform the sales feedback loop and create a more powerful set of information on customer challenges, opportunities and unmet needs.

GAPP will also, once again, invest heavily in the North American Partnership Program. GAPP believes that the outreach done with key customers (as mentioned above) will aid in soliciting new partners to submit proposals for funds under the program. GAPP will aim to bring in proposals from both new and existing partners with a particular focus on foreign entities and new products that are looking to gain access into the U.S. consumer base. GAPP believes that both the press and the gravitas generated by the North American Partnership Program is an incredible return for GAPP members and the best way to continue to garner new consumers for Wild Alaska Pollock every day.

Importantly, GAPP will look to better support the North American Partnership Program in several key ways. First, GAPP will invest more heavily in media placement to support new product launches and earned media impressions and to continue to tell the great story of Wild Alaska Pollock. Second, GAPP will also work with partners to better define the metrics for each program and determine the success of each based on those agreed upon metrics. Lastly, GAPP will work to measure the return on investment of the Partnership Program and better communicate that return to GAPP members.

As the focus of our 2020 - 2021 plan is on international marketing and promotion, GAPP will also engage in several key areas to support new partners and products abroad.

First, GAPP will obtain Federal grant funding for and embark on several “mission trips” with its members and industry experts in order to better understand market opportunities for specific products and challenges that need to be overcome. GAPP will prepare in-depth reports on these trips that help to share the insights gleaned across the industry so that they can be actioned against. Such mission trips will be critical to expanding both our horizons in terms of market opportunity, but also our potential engagement with future partners across the value chain.

Second, GAPP will support Partnership Programs in new markets in order to bring Wild Alaska Pollock into new forms, new channels and associated with new influencers, abroad. Specifically, GAPP will support the European Partnership Program by working with partners to define their proposals and metrics for success, as well as measure the impact of their programs throughout their duration. GAPP will also explore, through its Committee leadership, the opportunities for new, additional Partnership Programs in other foreign markets.

Lastly, GAPP will seek to help the industry protect its name abroad by working with lobbyists and experts to submit a PGI application to the European Commission. GAPP will work to draft the application, conduct the consumer research to support its claims, and lobby behind the scenes to give the proposal the best chance of success. GAPP will also work with its members to manage any anticipated or likely fallout with key customers and the trade media.

**Key Deliverables include:**

- *Concrete relationships with the Wild Alaska Pollock industry’s top 25 customers from across retail, restaurant and foodservice with insights about Wild Alaska Pollock and understanding of communications needs;*
- *Materials to help customers implement the new Wild Alaska Pollock narrative and amplify its story domestically;*

- *Execution of the GAPP schools strategy including promotional material development by school lunch brokers and distributors;*
- *At least 10 new applicants for partnership under the North American Partnership Program and at least 5 proposals for new products that have not been previously submitted;*
- *3 or more mission trips to foreign markets to explore opportunities for Wild Alaska Pollock products, promotions and partnerships;*
- *At least 5 applicants for European Partnership Program funding;*
- *A strategic plan that is approved by the GAPP Committees about additional Partnership Programs to be funded in additional foreign markets based on research and intelligence;*
- *A vetted, researched and compelling PGI application to protect the name “Wild Alaska Pollock” in Europe; and*
- *Participation in foreign market seafood and food shows to better engage with potential partners and understand the opportunities.*

#### ***4. Ensure the continued support of GAPP’s Membership, Expand GAPP’s Associate Membership Base, Strengthen Allied Industry Ties and effectively communicate Return on Investment.***

There has never been a more exciting time for Wild Alaska Pollock. GAPP is only as strong as its membership and this year GAPP will focus on strengthening that membership and broadening our industry presence. It is our responsibility to communicate back to our membership what GAPP is doing to advance the Wild Alaska Pollock agenda and how that investment of energy, time and resources is helping to increase demand and awareness for the fish.

GAPP will be hyper-focused on communicating internally with our members, keeping up a cadence of regular email updates, weekly and monthly reports, updating the new, dynamic website and the new members-only section of the website and frequent in-person meetings.

GAPP will also focus on retaining/securing commitments from existing members, shoring up our financial stability and membership roles. Beyond that, recruiting new members in the Associate Member category created in 2019 - 2020 will be of vital importance and a huge priority for the organization. GAPP would like to expand its Associate Membership Program to include both downstream customers and also foreign entities that are connected to, and benefit from, the Wild Alaska Pollock industry. It is clear that there are still very fruitful grounds for potential new members in many of the corporations that play a vital role in WAP fishing—from equipment manufacturers to suppliers, to customers, and more.

GAPP will also continue to set a high bar for its communications, both with the traditional media and on social media. GAPP will work in 2020 - 2021 to be a more proactive spokesperson for the Wild Alaska Pollock industry in the food and mainstream media—using our research and insights to tell our fish’s story in a compelling way. GAPP will also work to

#### **Priorities Realized:**

- Member Communication
- Coordination with other Industry Associations
- GAPP Budget/Accounting
- Grow organization membership based on results
- Utilize GAPP member staff on committees
- Use committees as a vetting before things are brought to the BOD



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further define and measure our social media presence on all platforms—working to increase impressions, engagement and better define our audiences on each discreet platform.

Lastly, GAPP will continue to do activities and hold events that GAPP can invite our broader membership to. Most significantly, in 2020 - 2021 GAPP will build around the success of the industry's first-ever Annual Meeting held in 2019 by holding a second Annual Meeting in conjunction with the global Groundfish Forum with a robust and engaging agenda and attendance from across the industry. GAPP will continue to work to bring in sponsorships so that in 2020 - 2021 the event remains as cost neutral as possible as the 2019 event was. GAPP will also work with other forums to hold side events and present other opportunities for industry engagement and collaboration, both here in the U.S. and at forums abroad. GAPP will continue to represent the Wild Alaska Pollock industry when called upon to do so at events and gatherings, providing industry expertise on the fishery, and on marketing and promotion of our fish.

***Key deliverables in membership development include:***

- *Robust member communications including monthly GAPP newsletters, blogs, and frequent meetings;*
- *Recruitment of new Associate Membership members, with an annual commitment of at least \$150,000 in funding;*
- *Solicitation of grant funding opportunities and other opportunities for funding outside GAPP's membership and Associate Membership Categories;*
- *Retention of current members at committed (or higher) funding levels;*
- *Completion of a 3-year Return on Investment Study;*
- *3 GAPP member events including a cost-neutral as possible Annual Meeting;*
- *Robust, proactive media engagement that helps to tell Wild Alaska Pollock's story and positions GAPP as an industry spokesperson; and*
- *Beneficial member services for all GAPP members and an understanding of membership benefits including a benefits survey to measure the most appreciated services GAPP can and does provide.*

## Looking Ahead & Conclusions

In 2019 - 2020, GAPP worked to build the requisite foundation for GAPP. The strategic milestones accomplished have allowed for GAPP to better define its vision, mission, purpose and goals. Now is the time that GAPP run further, and faster, with solid footing to implement projects and initiatives that meet with those goals and measure their individual success against them.

This is a growth year for GAPP—GAPP wants to push harder and do more than it has ever done before. GAPP wants to take short term risks in favor of long-term success and wants to ensure that it's doing everything it can to push Wild Alaska Pollock more into the consciousness of consumers around the world. GAPP aims to be the Intel Inside®—providing to our members and partners the tools they need to continue to build awareness and demand for Wild Alaska Pollock.