

2021-2022 GAPP Strategic Plan

The timing for the new Association of Genuine Alaska Pollock Producers (GAPP) is especially apt for 2021-2022, given that the world has seemingly changed overnight. In the wake of a global pandemic, a new consumer has emerged and what was once old is new again; and what is new has gotten even rapidly newer. No one could have predicted the circumstances we in the food industry—and more broadly as human beings—would have encountered in 2020. Yet, the lessons, many of them hard, that have been learned through this period will no doubt be long lasting. More than that, the opportunities that have been uncovered provide fertile ground for GAPP to build upon in the coming year.

Outlined below are the strategies that will be deployed by GAPP to seize new opportunities and continue to build demand and awareness for Wild Alaska Pollock next year.

1. Further Enhance Consumer Communications & Message Development

During the 2021-2022 fiscal year, GAPP will focus on continuing to hone the messages about Wild Alaska Pollock that most resonate with consumers, by product, by theme, and by market. Creating consistent messaging about the attributes of Wild Alaska Pollock products allows for the industry to continue building a brand for the fish that, in turn, raises awareness and demand for Wild Alaska Pollock. Over the last year, more than 10 million new consumers became aware of Wild Alaska Pollock by name. *This coming year, the goal will be to continue increasing familiarity with Wild Alaska Pollock by further tightening the attribute-based messaging by product and by market and encouraging widespread adoption and usage of that messaging by industry, partners and downstream customers.*

Specific deliverables will include:

- New Wild Alaska Pollock Surimi Toolkit
 - o Create a custom toolkit, based in extensive research conducted last year, that outlines for the industry how to best market Wild Alaska Pollock Surimi products to consumers.
- New European Toolkit(s) by market
 - o Create three (3) toolkits that include specific messages, talking points and graphics for how to market Wild Alaska Pollock products, based in the research conducted last year, for the French, German and British markets.
- Updated U.S. Toolkit
 - o Augment the U.S. Wild Alaska Pollock toolkit with revised and further synthesized messaging, based in research conducted last year, that will drive the industry forward and build a stronger attribute-based brand for the fish.
- New Sustainability Core Messages & Marketing Plan
 - o Craft messages based on both consumer insights and the industry-wide Life Cycle Assessment that tell the species sustainability story. Develop a marketing plan for customers that wish to use the fishery's sustainability statistics in their marketing or corporate social responsibility programs.
- New Nutrition Message Development & Target Audience Outreach
 - o Identify, through consumer insights work, the most viable audience for Wild Alaska Pollock's nutrition story and then develop messages and an outreach plan designed specifically to target that audience. Measure impact of those promotional efforts to develop long-term nutrition strategy.

- New Crisis Plan
 - o Finalize Wild Alaska Pollock industry-wide crisis plan, train industry leaders and test plan to ensure that the industry is prepared in the event of a public relations issue or crisis that could affect the reputation of the fish.

2. Launch a Successful Business-to-Business Outreach Strategy

GAPP will work to introduce itself, and more importantly, the story of Wild Alaska Pollock to key customers along the retail, foodservice and consumer package goods (CPG) value chains over the next year. This outreach is not to usurp individual customer relationships, but rather to identify potential new collaborations and work with customers to encourage their use of consumer-tested messaging and to partner with the industry in talking about the attributes of the fish. *The goal of building relationships with key customers is to access their brand-loyal consumers by providing them with the tools to help promote the species and its attributes which allows us to further build consumer's awareness and familiarity of Wild Alaska Pollock.*

Specific deliverables will include:

- Target list of potential customers for relationship development
 - o Work with GAPP committees to identify customers that would be most receptive to helping the industry build the brand for Wild Alaska Pollock. Create mechanism for tracking and reporting on meetings held to GAPP membership and broader industry.
- Meetings with customers (U.S.) to share messaging resources and promotional tools
 - o Streamline toolkits to create promotional resources specifically for customer use, by channel, and hold meetings with targeted customers to discuss the availability of these resources. Forge long-term relationships that create insights loop and allow for individualized material creation that helps customers aid the industry in telling Wild Alaska Pollock's story.
- Meetings with customers (global) to discuss industry sustainability efforts and align with brands' CSR goals
 - o Once the industry Life Cycle Assessment is completed, along with associated messaging and resources, meet with targeted customers to discuss Wild Alaska Pollock's sustainability story. Seek opportunities to align with key customers' corporate social responsibility goals and position Wild Alaska Pollock as a solution.
- Development of new Sell Sheets for industry use with new messages
 - o Equip the industry, specifically our sales force, with consistent messaging about the fish and associated products that will provide customers with consistent information about the fish's attributes. Work to identify new resources to be created that would help facilitate conversations between industry sales teams and new channels for Wild Alaska Pollock products.

3. Target Media Strategy to Build our Brand, Utilizing Our Key Messages

Wild Alaska Pollock achieved greater media reach over the last year, but with renewed messaging and through the identification of key topics of media interest (i.e. sustainability), Wild Alaska Pollock can achieve even greater fame this year, further helping to build consumer awareness of and demand for

the fish. Working with key partners to further develop a media relations strategy around Wild Alaska Pollock's most "newsworthy" attributes will create more name-recognition of the fish by both customers and consumers. *The goal of increasing media mentions of Wild Alaska Pollock next year will only aid in building the fish's profile, and ultimately its brand, around the world.*

Specific deliverables include:

- 2-3 key media-worthy attributes for Wild Alaska Pollock
 - o By surveying the media landscape, GAPP will identify the key attributes of Wild Alaska Pollock most on trend and likely to generate interest among reporters.
- Curated media outreach target list
 - o GAPP will work to identify key beat reporters and build relationships to target media pitches with greater success.
- Increased media mentions of Wild Alaska Pollock and in-depth pieces focusing on its attributes
 - o GAPP will work with select, targeted reporters on pieces that highlight the note-worthy attributes of the fish, specifically, sustainability following the completion of the life cycle assessment.

4. Create Chef to Chef Content to Put More Wild Alaska Pollock on Menus Nationwide

While awareness of Wild Alaska Pollock in many channels continues to grow, awareness of the fish in restaurant settings, by chefs, remains low. Restaurant-week-style promotions last year in Seattle and Nashville confirmed these anecdotal findings, and chef partners to GAPP have indicated that awareness of Wild Alaska Pollock, by chefs and restaurateurs, must increase in order to drive demand. *GAPP will focus on increasing the awareness of the fish amongst chefs, by product, in the coming year such that chefs understand how Wild Alaska Pollock can be a delightful whitefish option for them and begin to seek it out from their distributors and suppliers.*

Specific deliverables include:

- Curated content specifically for chefs that incorporate Integrated learnings
 - o GAPP will create content (videos, product sheets, instructional 1-pagers) on Wild Alaska Pollock's attributes, products and how to best utilize the fish.
- Launch new webpage on the GAPP website
 - o Entire landing page dedicated as a portal for chefs to access information about Wild Alaska Pollock, from chefs, for chefs.
- Meaningful outreach to chefs through new associations, forums
 - o GAPP will work with chef-influencers to ideate around which forums, conferences, or professional associations would allow for GAPP to connect to more chefs and educate them about Wild Alaska Pollock and its attributes. GAPP will also seek partnership opportunities with the National Restaurant Association, Independent Restaurant Coalition and more to become better connected to the broader restaurant and foodservice space.

5. Fund More Focused Partnerships Worldwide

Last year, GAPP performed a significant amount of research that illuminated the most significant opportunities for the fish both in the U.S. and in key European markets including France, Germany and the U.K. This research allows for GAPP to solicit more meaningful, targeted and specific proposals for its North American and European Partnership Program. *New, more targeted partnerships will allow GAPP to bring new products to market that capitalize on key opportunities brought to light through GAPP's proprietary research. Taking advantage of these opportunities will deliver even greater returns on the partnership investments.*

Specific deliverables include:

- More structured and specific recruitment and selection process for prospective partners
 - o The Request for Proposal (RFP) process will be much more specific in the coming year, with desirable opportunities taking advantage of a key consumer insight found in GAPP's proprietary research.
- New recruitment of prospective partners
 - o GAPP will proactively conduct outreach to potential partners to ensure that new products and opportunities are brought to light and that innovators are aware that these funds exist.
- More stringent reporting requirements and metrics
 - o GAPP partners will continue to be required to provide quarterly reports and a final report, per a set template, but next year the template will be further improved to focus on learnings and takeaways from projects to be shared with the industry as a means to continuously improve.
- Partnerships that more closely reflect new opportunities in key markets, channels and product categories
 - o GAPP will pursue more targeted partnerships in the U.S. and Europe that are based on consumer research conducted last year. For example, partnerships that focus on versatility and convenience, two attributes noted by consumers as differentiators for Wild Alaska Pollock in the U.S., will be preferred. In Germany, preference will be similarly given to projects that position the fish as an elevated, value-added or higher-end preparation.

6. Uncover Asian Opportunities for Wild Alaska Pollock

Over the next year, GAPP will work through its committee structure to identify opportunities for additional research and potential future partnership programs in Asia, specifically China. GAPP will build upon its mission trip to China conducted in early 2020, and look for new opportunities and ways to engage in the region.

Specific deliverables will include:

- Identified opportunities for Surimi in China
 - o GAPP will work to re-establish relationships with customers met during its mission trip and work with the Surimi Committee to action on research conducted during 2020 to identify new opportunities for Surimi seafood products throughout China.
- Identify opportunity for Fillet products in Japan, China

- GAPP will work through its Fillet Committee to seek out new opportunities for product development for fillet in China and Japan and will also explore potential structures for future partnership programs in the regions.

7. Invest in On-Going Research & Insights to Drive Industry Forward

Research has become a core pillar of GAPP's work to date, generating actionable insights for the entire Wild Alaska Pollock industry to utilize. Research will continue to be important to GAPP's plans in the coming year, with a specific focus on yet un-researched areas including Roe. GAPP will also conduct additional research around consumer and food trends, to enable the organization to better market and target its promotions, and to request partnership proposals with increased specificity.

8. Sustain and Develop GAPP's Membership

GAPP will continue to focus on organizational development, including building its staff and continuing to develop its contractor roster to support its mission more efficiently and successfully. GAPP will also bring renewed focus to recruitment of new Associate Members through its Associate Membership Program and by showing value to members and associate members, alike through its programs and initiatives. The GAPP Metrics Committee will oversee this work, with particular focus on measuring the impact of GAPP's partnership programs and reporting on such metrics to the broader membership.

Conclusion

These goals comprise the plan for GAPP's work for 2021-2022 and represent what we feel will bring the most value to the entire Wild Alaska Pollock industry. We look forward to being held accountable against these and working to continue to build awareness and demand for Wild Alaska Pollock around the world.