



GAPP 2023-24 Strategic Plan

I. Overview

In the coming year, the Association of Genuine Alaska Pollock Producers (GAPP) will work to *demand even more* from our Partnership Program, our Marketing Program, our Research Program and our Member Services. Equally as important as pushing those four pillars of GAPP's work to even new heights will be a coordinated plan to *leverage* each pillar with the other.

The plan for 2023-24 places a new priority on buttressing reputational trust to protect GAPP's Marketing Program and Partnership Program work by investing in campaigns and resources to humanize the industry and prepare for any questions from customers or consumers that may arise related to the product.

Internationally, this year GAPP is charting an aggressive course that will utilize its research arm to gather critical insights to inform a long-term global Partnership Program and Marketing Program strategy in key foreign markets. By investing in relationship building with experts on the ground in Wild Alaska Pollock's export markets, GAPP will open the door for greater engagement from foreign customers in its Partnership Program and will work to identify impactful marketing activities that GAPP can conduct in those markets.

GAPP is ready to be held accountable against the following ambitious goals, broken down into four key categories: Marketing Program; Research Program; Partnership Program; and Member Services.

II. Strategies and Metrics

A. Marketing Program

Proposed Strategies include:

- Launch a "Pollock People" campaign with new proprietary video, photo assets and messaging that highlights and humanizes the Wild Alaska Pollock industry, focusing on the people behind the fishery, the communities and jobs it supports and provides and the people that work every day to bring the sustainable, nutritious, wild-caught resources to hungry consumers around the world. These assets should be of use in both domestic and foreign markets.
- In the U.S., execute a streamlined consumer-focused "Awareness and Demand" campaign that builds on the work from the prior year that utilized influencers to raise the U.S. consumer consciousness of Wild Alaska Pollock's most motivational attributes: *sustainability, nutrition* and *wild-caught* with new content that aligns with, and leverages, the assets created through the "Pollock People" campaign.
- In the U.S., cultivate a community of celebrity and social media influencers wherein GAPP maintains relationships with past influencers and keeps them engaged and interested in Wild

Alaska Pollock while further building a stable of verified, trusted celebrity and social media influencers that can be utilized by industry members with consumer-facing brands, thereby amplifying their reach. (GAPP's Marketing Program gives leverage to the Partnership Program)

- Working with the Overseas Marketing Representatives (OMRs) from the Alaska Seafood Marketing Institute (ASMI) and other marketing professionals, as well as research previously conducted from STRAT7 Bonamy Finch, identify a marketing strategy that is customer-focused in key foreign markets such as Germany, Japan, Netherlands, France and the U.K.
- Working with contracted OMRs, identify opportunities beyond partnerships for in-country marketing and communications activations and set plans and proposed funding for 2024-25 activation. Collaborate to host educational session with OMRs at in-person events including tradeshows and their possible visit to Seattle in summer 2023.
- Update the GAPP Wild Alaska Pollock marketing toolkits informed by the most recent GAPP year-over-year consumer study, LCA focus group work, and current economic environment and continue to encourage usage of these toolkits globally by members, partners and customers. Where different and necessary, update toolkits for key foreign markets based on the results of consumer studies GAPP has already performed in export markets and guidance from the ASMI OMRs. (GAPP's Research Program gives leverage to the Marketing Program and Partnership Program)
- Collaborate with allied industry organizations to protect the Wild Alaska Pollock industry from reputational threats through creation of crisis messaging playbooks, social media best practices, preparedness drills and media training for industry experts to deal with emerging threats and have resources available for customers and consumers if needed.
- Execute a health-professional advocacy campaign which provides retail dieticians with the messages and information they need to create surimi consumer trial and purchase. (GAPP's Research Program gives leverage to the Marketing Program)
- Develop a best-in-class social media presence that leverages our seafood industry partners and influencer content to create a surround-sound effect about Wild Alaska Pollock on both existing and new platforms. (GAPP's Marketing Program gives leverage to the Partnership Program)
- Fully leverage all traditional and social media opportunities generated by the Partnership Program, to drive forward the Wild Alaska Pollock brand using consistent messaging, visuals and storytelling. (GAPP's Partnership Program gives leverage to the Marketing Program)
- Utilize and further develop the GAPP Asset Library to fully incorporate new visual assets, data and messaging into all GAPP activities, all Partnership Program activities and develop additional resources (messaging, videos, photos, sell sheets) for member use. (GAPP Marketing Program gives leverage to the Partnership Program)
- Begin to develop a small catalogue of roe recipes on behalf of the industry that could be used by influencers and members.

- Launch Wild Alaska Pollock roe in the U.S. market through a targeted partnership with a celebrity chef and the Culinary Institute of America (CIA) to encourage new usage of Wild Alaska Pollock roe in restaurants. [Note: *If funded by SK Grant—was not selected for funding*]

Proposed Metrics include:

- Increase in Year-over-Year familiarity with Wild Alaska Pollock by the U.S. consumer.
- Increase in Year-over-Year awareness of key Wild Alaska Pollock attributes (sustainability, nutrition, wild-caught) by the U.S. consumer.
- Increase Year-over-Year intent to purchase Wild Alaska Pollock by the U.S. consumer.
- Creation of Wild Alaska Pollock narrative, including key marketing attributes, for at least four foreign markets.
- Measure usage of GAPP messaging by members, partners and customers globally.
- Demonstrate community development among Wild Alaska Pollock influencers and usage of same influencers by GAPP members.
- Increase trial of surimi seafood by U.S. consumers and retail prominence.
- Increase GAPP's social media impressions, reach and engagement.

B. Research Program

Proposed Strategies include:

- Focus GAPP's 2023-24 research strategy on gathering fundamental international learnings that would help GAPP execute deepened international engagement with its Partnership Program in future years.
- Working with the ASMI OMRs, execute a problem Detection Study in key foreign markets that informs the industry as to what to focus on in each market in terms of products, messaging and reaching consumers.
- For select global markets, gather sales data, sales trends and consumer insights to aid in understanding existing purchase patterns, key retailers and manufacturers and possible white spaces.
- Build out a comprehensive global research agenda that utilizes the Wild Alaska Pollock 2040 report, input from ASMI OMRs, and member input as a guide to drive additional research to understand global challenges and opportunities. (Leverage existing research)
- Better understand consumption behaviors of U.S. consumers in foodservice (restaurants, out-of-home) and hospitality (cruises, airplanes, theme parks, etc.) channels in order to plan for market expansion and growth.

- Continue to build out global surimi paste supply tracker to better meet member needs. (Research Program gives leverage to Member Services)
- Develop and execute a real-time research strategy that solicits consumer insights data from key partners including 7-ELEVEN, Oak View Group, Angulas Ainaga, Gorton’s and others that tests consumer impressions of products, messages, and impact and recall of Wild Alaska Pollock’s core brand attributes. (Research Program gives leverage to the Partnership Program)
- Develop additional metrics for the GAPP “Awareness and Demand” campaign and social media efforts that help measure the impact of these activities and explain that impact to GAPP members while gathering valuable insights for the future.
- Conduct further research around surimi seafood to aid in retail product placement as well as to support regulatory enforcement strategy. [Note: *If funded by SK Grant*]
- Understand global opportunities for roe and roe-based products and action against those opportunities. [Note: *If funded by SK Grant—was not selected for funding*]
- Conduct research to codify the Wild Alaska Pollock industry’s relatively low food waste and generate communications materials that would highlight this as a selling point to customers for Wild Alaska Pollock. [Note: *If funded by SK Grant*]

Proposed Metrics include:

- Execute a problem detection study in at least 2 foreign markets.
- Gather fundamental sales data and consumer insights and disseminate the findings to the Wild Alaska Pollock industry for at least 3 foreign markets.
- Identify the challenges and opportunities in at least three of the 2040 markets that inform an executable international marketing strategy to be completed in 2024-25. (Research Program gives leverage to the Marketing Program)
- Better disseminate surimi paste supply tracker and increase member engagement with the tool.
- Successfully deploy regulatory engagement strategy with the National Fisheries Institute for surimi seafood nomenclature. (Research Program gives leverage to the Marketing Program)
- Gather and report on real-time consumer insights following the launch of key partnerships.
- Member approval on new metrics strategy that measures marketing and social media campaigns and disseminates learnings to members and allied industry in a meaningful way.
- Identify and issue comprehensive report on future global roe opportunities.

C. Partnership Program

Proposed Strategies include:

- Attract additional partners by communicating Wild Alaska Pollock benefits and awareness of the Partnership Program in non-traditional GAPP channels.
- Continue to leverage research to identify a wish-list of new products and new channels for partnership program proposals. (Research Program gives leverage to the Partnership Program)
- Utilize GAPP toolkits and learning to drive similar messaging on all Partnership Projects to increase awareness and demand of Wild Alaska Pollock. (Research Program gives leverage to the Partnership Program)
- Collaborate with Partnership Committee and seek Board approval on a plan that identifies long-term funding goals, by percentage, for partnership projects coming from foreign markets and align on priorities for the funding of international projects over time.
- Partner with ASMI to make introductions and forge independent relationships, and contracts, with OMRs in key foreign markets, as determined by the Wild Alaska Pollock 2040 research and the Partnership Committee, to build engagement strategies in those markets to attract new partnership applicants for the 2024-25 funding round. (Research Program gives leverage to the Marketing Program and Partnership Program)
- Leverage insights and learning from Partners on programs to inform and guide GAPP members. (Partnership Program gives leverage to Member Services)
- Build out new materials for customers, and for member's use with customer, that inspire trust and confidence that the industry has a grasp of and is dealing with emerging issues. As appropriate, conduct outreach to key customers to make them aware of these resources.

Proposed Metrics include:

- Craft a comprehensive 3-year Partnership Program plan that identifies a list of product innovation categories and channels that will govern new all new programs and associated requirements and places a greater emphasis on international partners.
- Secure at least 7 new Partnership Program partner applications globally. (Research gives leverage to the Partnership Program)
- Further Develop usage criteria and tracking mechanism for partner usage of GAPP messaging and integrate at least 2 partners into new marketing campaign with activations. (Marketing Program gives leverage to the Partnership Program)
- Issue 2 learning reports on past partnerships and hold at least one partnership event for GAPP members as a "thinktank" for innovation. (Partnership Program gives leverage to Member Services)

D. Member Services

Proposed Strategies include:

- Ensure full participation in GAPP by existing members through outreach and discussion.

- Evaluate membership-services (newsletters, reports, etc.) and make necessary adjustments in investments, cadence, and delivery.
- Continue to thoughtfully build GAPP Associate Membership Program, attracting new allied industry members to join and participate.
- Cultivate an education and learning agenda that utilizes webinars, podcasts, blogs, newsletters and special reports to share data, insights, updates and learnings with Wild Alaska Pollock industry as well as broader seafood allied industry.
- Host best-in-class Annual Meeting and explore opportunities for other smaller, members-only events and gatherings either virtual or in-person
- Conduct new “industry needs” assessment to inform drafting of new GAPP 5-year plan that explores long-term program plans and funding increase to continue growing demand for Wild Alaska Pollock.
- Lead industry effort for total international adoption of the scientific name change for Alaska pollock from *Theragra chalcogramma* to *Gadus chalcogrammus* including collaborating with U.S. International Trade Commission to make the change in the 2027 version of the Harmonized System as well as work with key countries and the EU for country-specific adoption of the new name within their labeling requirements.
- Continue work to protect geographic origin nomenclature and labeling in foreign markets.

Proposed Metrics include:

- Secure at least one new full GAPP member participation.
- Rank member services and member satisfaction and develop a plan on adjustments to services.
- Ensure at least 80% of GAPP members would recommend organization to a colleague.
- Ensure open rate of communications exceeds 40%.
- Attract at least \$200k in Associate Membership, sponsorship, or other additional revenue to GAPP.
- Have at least 200 registered for Annual Meeting and other GAPP event attendance.
- Draft and present to GAPP Board of Directors a new program and funding plan that would include a 30% increase in dues in 2024 and a 5-year plan for GAPP funding and programming.
- Secure adoption of new scientific classification of Alaska Pollock within EU labeling requirements.

III. Budget Considerations

Below is an initial budget breakdown. More specificity will be provided upon receipt of specific costs and proposals from outside vendors that will help in actioning against the aforementioned strategies.

Budget Category	Amount	Notes
<i>Marketing Program & Member Services</i>	\$1,150,000	<ul style="list-style-type: none"> • Pollock People Campaign (\$330k) • “Awareness and Demand” marketing/communications program (\$475k) • AJ Pollock Partnership \$125k) • Website, social media content, materials development (\$40k) • Toolkits (\$25k) • Roe recipe development for influencers (\$95k) • Crisis preparedness including focus groups (\$75k) • PGI Application (\$50k) • External Meetings and Events (\$60k)
<i>Research Program</i>	\$405,000	<ul style="list-style-type: none"> • YOY US Consumer Study (\$75k) • International Consumer/Customer Needs Identification (\$50k) • International Barriers Study (\$90k) • UB Surimi Paste Tracker (\$30k) • Global Market Sales/Trends Data (\$50k) • Consumer Perceptions Foodservice/Hospitality (\$50k) • Research Management (\$60k)
<i>Partnership Program</i>	\$1,050,000	<ul style="list-style-type: none"> • Partnerships (\$1M) • International Partnership Program Material Development and Outreach (\$50k)
<i>Administration</i>	\$980,000	<ul style="list-style-type: none"> • Salaries & Benefits (\$750k)-Addition of 3rd FTE • Rent & Office Expenses (\$30k) • Board Meetings & GAPP Events (\$40k*)- Sponsorships cover overage. • Legal (\$20k) • Accounting (\$60k) • Travel (\$70k) • Misc. Operating, Fundraising, etc. (\$10k)
<i>Ad Hoc Projects (if funded by grants)</i>	\$1,350,000	<ul style="list-style-type: none"> • Restaurant Weeks (\$300K) • Energy Evaluation (\$250K) (<i>Not funded</i>) • Food Waste (\$250K) • Surimi Demand Building (\$285K)

		<ul style="list-style-type: none"> International and U.S. Roe Penetration (\$265K) (Not Funded)
<i>Total</i>	\$3,585,000 (\$4,935,000 w/ SK Grants)	<ul style="list-style-type: none"> Note estimated revenue would be approximately \$3.5M not including grants or sponsorships.

IV. Conclusion

These goals comprise the plan for GAPP’s work for 2023-2024 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.