



WorldFish Marketing Plan

October 2011

About this document

“Marketing is getting people who have a specific need or problem to know, like, trust, contact and recommend us.”

From: Jantsch (2006). Duct Tape Marketing

Using our 2011 Strategy Update as its foundation, this **marketing plan**, outlines the specific actions we will take to interest potential donors in our products and services and persuade them to invest in us.

A separate **marketing communications plan** describes how we will support our marketing efforts, through strategies to spread the word about WorldFish, our products and services.

Both plans are for 2012 and will be updated annually.

The Foundation

The foundation for any marketing plan is the answers to the four fundamental questions in the table below. Our 2011 Strategy Update goes a long way towards answering these, but some are elaborated on further here.

Marketing Fundamentals	
Key Question	Answer
Purpose Why do we exist?	To reduce poverty and hunger by improving fisheries and aquaculture.
Positioning What sets our organization apart?	We are the only research organizations that focuses exclusively on bringing global perspectives, insights and expertise in fisheries and aquaculture to help deliver targeted development impacts in partnership with others. A combination of three characteristics are particularly important is setting us apart: <ol style="list-style-type: none"> 1. Our fisheries and aquaculture expertise 2. Our understanding of the place and means for fisheries and aquaculture to achieving development impact 3. Our commitment to partnerships and making them work
Target Market Who are our ideal investors, influences and co-implementers?	Investors: Development agencies and philanthropic foundations committed to sustained funding and engaged partnership to support research in development approaches to deliver development impact. Influencers: Individuals and institutions whose opinions matter for shaping the research investment agenda. Co-implementers: Institutions and individuals with aligned interests and capacity to actively engage with us to deliver research outputs and development outcomes and impacts.
Offer What is most important to our ideal investors, influencers and co-implementers when they choose to support us?	Investors: The offer meets a demand that aligns closely with their priority investment areas and immediate needs. Influencers: The offer we are arguing for is compelling and matters to their constituency. Co-implementers: We offer solutions, show competence and reliability and invest in maintaining and strengthening the relationship.

The Promotion Strategy

What will trigger our ideal investor to think of us?

1. Articulating our big ideas for AAS and ASFs and improving and sustaining our communications to influence thinking.
2. Cultivating partners and donors to engage in the next level of CRP design and implementation.

Programs we are running to reach our goal?



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Donor and Partner visits

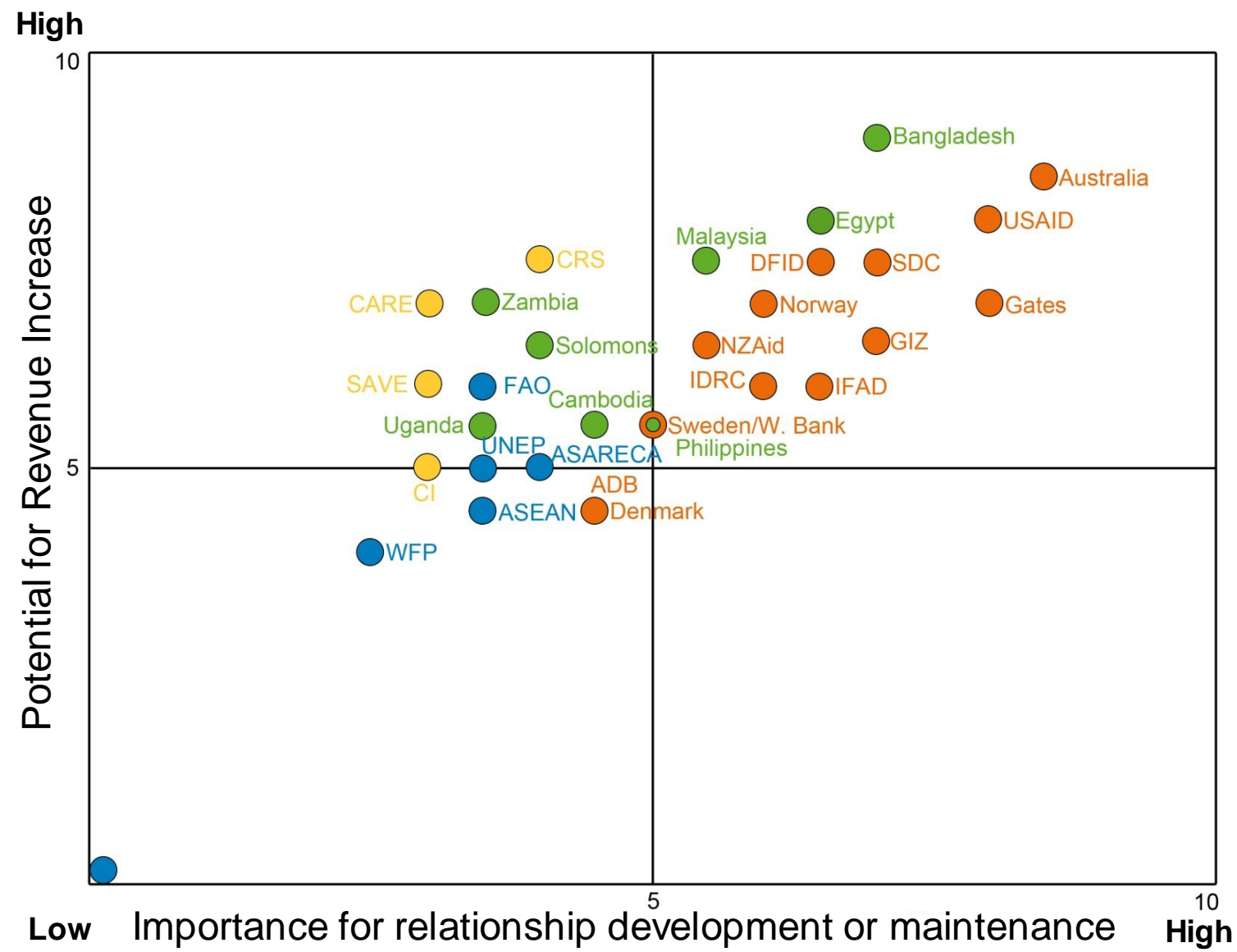
Purpose:

- To develop and maintain relationships and recognition of WorldFish in donor and partner HQ's and regional offices.
- To update donors and partners on progress with our program.
- To brief donors and partners on key issues in our area of expertise.
- To identify new opportunities for funding and partnership

- Donors
- International and regional orgs
- NGO Partners
- Country Gov'ts and Partners

High level donor and partner visits 2012

Priorities Matrix (Median



Note: Priorities assessed at SLT meeting (Oct 2011)

Key Events

Purpose:

- To use key events to promote WorldFish and its work.
- To develop new relationships, brand recognition and a leadership position.

Key Events

Basic philosophy:

- Key national and international events offer opportunities to promote our work, and build relationships with key individuals and constituencies. Organizing events or side effects to launch key research products also helps serve this purpose.
- Each year we will select one or more events that we believe will be of significant strategic benefit in helping people get to know us, recognize the value of our work and of working with us, or investing in us.
- We will invest sufficient resources in these events to ensuring a compelling institutional presence and contribution. The three categories of event we recognize are:
 - Major Events: International or Regional events that we play a major role in convening.
 - National Events: Smaller events focused on national issues.
 - Product Launches: Events designed to promote a specific research product.

Major Events 2012

National Events 2012

Product Launches 2012

The Future of Fish

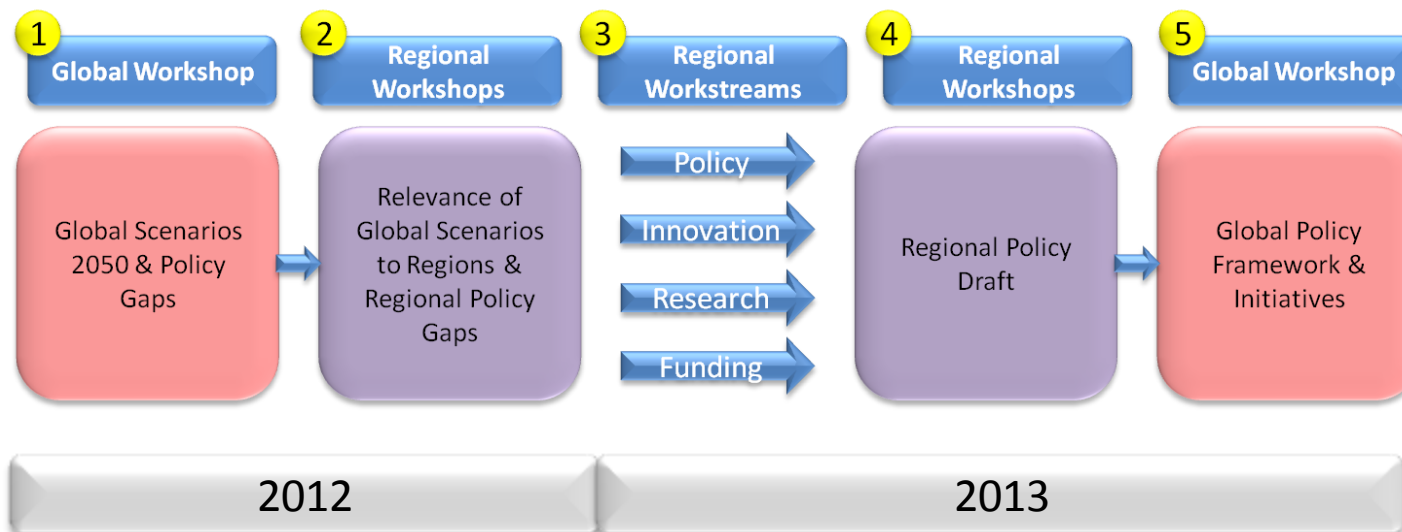
Purpose:

- To create a global action network focusing on developing policy in support of sustaining and enhancing the world's supply of fish.
- To develop new relationships, brand recognition and a leadership position in global dialogue.

The Future of Fish

Basic philosophy:

- Our over-arching vision is for a profitable, well-governed fish sector that can ensure a continuing supply of seafood that is both an available and affordable component of the food basket for the world's poor and under-nourished as well as a healthy and nutritious option for the better off.
- We believe that successfully creating a Fisheries Sector Global Action Network can help achieve this vision by brokering and sustaining a set of new and durable relationships among industry, NGO, international, and inter-governmental and national institutions and individuals.
- To do this we propose to establish a partnership among several key international institutions to structure and design a global multi-stakeholder process. Over the course of 18 months a combined top-down and bottoms-up approach will examine the industry challenges ahead and use this as the foundation for a coherent and effective global policy framework, developed across a network of participating organizations including governments, industry players, research organizations, NGO's and civil society.
- The process sequence and timing is shown in the diagram below.



Purpose:

- To provide high profile commentary and analysis in the peer-reviewed literature that contributes to development thinking.
- To show intellectual leadership and promote WorldFish as a high quality research organization.

Key Science Papers

Basic philosophy:

- Our reputation depends on the quality of our research and its relevance for helping to achieve development outcomes.
- The clearest indicator of research quality, is peer-reviewed publication, so we must maintain a steady flow of high profile, development relevant research papers in high impact journals.
- Such publications will:
 - a) Get our results and conclusions out to the research community and build our reputation among them
 - b) Provide us with an opportunity to further enhance our profile with the wider stakeholder community by promoting the work in other media outlets.
- Each year we will identify, and focus resources, on a set of key papers that can help move our agenda forward.

Target Papers for 2011/12

Aquatic agricultural systems – what they are and why are they are important?

Strengthening aquatic resource governance across scales

Impact and outcomes of research and development in AAS

Gender and aquatic agricultural systems

Climate change and aquatic systems

Resilience and its application in AAS

Fish, food and nutrition: the implications of the growth of aquaculture

Genetic improvement in aquaculture

Aquaculture and business

DG's Blog/Op Eds

Purpose:

- To connect with donors and other influencers through discussion of controversial or especially current topic
- To show that WorldFish thinks about these problems and recognizes their complexities, but has positive suggestions on how to deal with them.

Basic philosophy:

1. These are personal reflections by the DG that seek to find common ground and ways forward on key issues.
2. There will be about ten 800-1000 word articles each year, each dealing with a topic of interest. [A tentative rolling list of possible topics will be maintained].
3. Topics will be selected because they are current or they reflect some area of debate in the realm of fish and development.
4. Where appropriate we will seek to place these first as OpEds in influential newspapers.
5. We will encourage feedback and discussion on the topic and where appropriate

To support preparation and engage key staff in these debates we will identify one person with an interest in the topic to act as critic and devils advocate for the first draft of each piece.

Prospective Titles for 2011/2012

1. Fish and nutrition - not all fish are created equal. *"The idea that fish is a healthy diet choice is widespread, but fish differ in the benefits they offer, with implications for how we how we help the malnourished"*
2. The fishmeal question - fish for food versus fish for feed. *"27 millions tonnes of fish are used each year to feed animals- can we use them better?"*
3. Plenty of fish in the sea? *"Every day another story on the collapse of our fish stock - just how worried should we be?"*
4. What fish should I eat? *"Choosing from the menu is rarely easy, and sometimes its just downright confusing."*
5. Crying wolf - The myth of ecosystem function? *"When threatened with the collapse of an ecosystem people get scared - but should they believe the message?"*
6. The demise of the great rivers? *"Should we be planning for the extinction of the great river fisheries?"*.
7. The seduction of exports. *"Exporting fish often feeds national pride, but sometimes its the wrong choice."*
8. Change is gonna come. *"If there is one thing that is certain its that tomorrow will be different - it's time to prepare for the unknown."*

The Sales Strategy

A definition of selling

Selling is facilitating the buying (grant awarding) process. A competent salesperson rarely has to close out a sale because the donor volunteers to invest. This means that the seller was able to facilitate the buying process, by understanding the donors needs, and leading them to the point where they volunteer to buy.

The seller uses content and structure to lead the investor to the conclusion that he or she can achieve their goal—thereby receiving value.

The Sales Task

- Develop concept notes that receive interest into full proposals, working with partners and funders as appropriate
- Coordinate and develop in collaboration with partners on proposals for competitive bids that fit with agreed strategic intent.
- Negotiate pricing of contracts to meet WorldFish financial and strategic imperatives.

Explanation	Strategy	
Sales Strategy	2011	2012
What do we want to accomplish this year and next?		
The top 3 things that are going to get us there?		
How much will each region and discipline contribute to our revenue?		