

## **Mission**

The Alaska Seafood Marketing Institute is a marketing organization with the mission of increasing the economic value of the Alaska seafood resource through:

- Increasing positive awareness of the Alaska Seafood brand
- Collaborative marketing programs that align ASMI and industry marketing efforts for maximum impact within the food industry
- Championing the sustainability of Alaska's seafood harvests resulting from existing Alaska fisheries management imperatives. (State of Alaska Constitution and Magnuson-Stevens Fishery Management and Conservation Act.)
- Long-term proactive marketing planning
- Quality assurance, technical industry analysis, education, advocacy and research
- Prudent, efficient fiscal management

## **FY15 General Approach**

- The International program will work towards achieving ASMI's mission by capitalizing on opportunities for Alaska Seafood in ASMI's target markets.
- ASMI's international marketing will broadly support all of Alaska's seafood species, products, and companies.
- The International program will continue to build sustainability into the foundation of our brand identity and engage and aid companies who accept or adopt the Alaska RFM certification as well as continue to promote market acceptance of the Alaska RFM certification.
- ASMI will position the Alaska Seafood brand as a trustworthy and safe choice that is a good value for both the trade and consumer. We will continue to explain how wild and well-managed equates to trustworthy and safe.
- Convenience, health and value remain important to consumers: we will continue to highlight how Alaska Seafood aligns with these interests. A key component of this strategy will be to educate consumers on "Cook it Frozen," the health benefits Alaska seafood provides and offering a variety of recipes that feature both premium and low cost ingredients.
- Notwithstanding social, economic and political circumstances, we will continue our work in emerging markets because having multiple markets assists in our ability to achieve our mission.

- We will look at participating/attending tradeshows that are not within our current program.
- We will remain vigilant in adapting as circumstances evolve and focus on consumer and trade research to ensure our message is on target.
- We will strengthen marketing relations with high profile, high volume re-processors who include ASMI messaging and the logo on packaging, which adds to ASMI's reach in the marketplace.
- ASMI will monitor trends, such as a recent emphasis on social responsibility, and respond or adjust our messaging as appropriate.

## **Export Markets**

### **Traditional Markets**

ASMI will continue to focus effort on its traditional export markets in Japan, Northern, Western and Central Europe, and on more recently established markets in Southern Europe and China. Traditional markets are acquainted with Alaska Seafood's core messages and tend to appreciate the differentiating attributes of Alaska Seafood (wild, natural, pure, sustainable, healthy, superior taste and texture). These markets support high-value Alaska Seafood products, helping build the Alaska Seafood "umbrella brand," thereby increasing the value of all Alaska Seafood products.

### **Emerging Markets**

ASMI will continue support of emerging markets and will fund these markets as directed by the Board and the International Marketing Committee. ASMI will increase its focus on market research, trade servicing and begin to conduct retail and HRI promotions in emerging markets. Emerging markets provide a broad range of product opportunities, allowing industry to achieve economies of scale by producing the full range of Alaska Seafood grades and products. Emerging markets are an opportunity for ASMI to increase the overall value of the Alaska Seafood resource by increasing worldwide demand.

ASMI recognizes a number of risks associated with entering new markets, including increased administrative costs. However, the overall benefits of establishing the Alaska Seafood brand and supporting industry efforts in these markets outweigh such risks.

ASMI will continue to evaluate the possibility of entering additional new markets, such as Southeast Asia, bearing in mind these additional risks:

- Directing too much of ASMI's limited resources to emerging markets may compromise funding of traditional market efforts.

- Emerging markets are becoming a consumption competitor with traditional markets, potentially increasing price to the extent that traditional markets' interest in Alaska Seafood products is eroded.

ASMI will continue to attend trade shows in non-program regions that offer good potential as new markets, as guided by the International Marketing Committee.

## **ASMI Core Messages**

ASMI will focus on building the brand around its core messages rather than reacting to short-term issues. ASMI will focus on the positive aspects of our differentiating factors

### **Alaska Message**

- ASMI will continue to differentiate Alaska Seafood from all other seafood by calling out "Alaska" and therefore tapping into the positive perception consumers and the trade has of Alaska.
- ASMI will work to reinforce as well as add to that perception by delivering the key messaging outlined below in our marketing activities.
- When possible, ASMI will collaborate with State of Alaska tourism marketing to promote Alaska as a destination and a seafood origin.

### **Buy U.S.A. Message**

- ASMI will capitalize on the solid reputation of U.S. food products overseas, particularly in terms of food safety.
- ASMI will emphasize the jobs created by the seafood industry, as well as Alaska's fishing families and the communities supported by Alaska seafood. This message will be emphasized in-state, nationally, and internationally, where appropriate.

### **Sustainability Message**

- ASMI will continue to educate the trade on Alaska's long-standing commitment to sustainability and will incorporate the sustainability message into the core brand identity as well as marketing activities.
- ASMI aims to achieve an overall acceptance in the international marketplace that Alaska Seafood is sustainable with or without third-party endorsements.
- ASMI recognizes that sustainability is of particular concern in the Northern, Western and Central regions of the European Union and may be a growing issue in other areas. ASMI will continue to educate the trade on Alaska's Responsible Fisheries Management (RFM)

and promote/support the certification, as well as seek feedback from the trade regarding acceptance.

- ASMI will encourage the industry to use the Alaska Seafood logo with the “Wild, Natural & Sustainable” tagline.

### **Key points on sustainability:**

- Since acceptance into the Union in 1959, Alaska’s constitution has mandated that “Fish...be utilized, developed and maintained on the sustained yield principle.” This commitment has resulted in keeping the world stocked with a continuous supply of wild Alaska Seafood
- Commercial fishing efforts and harvest levels are strictly regulated and enforced. Alaska’s fisheries management practices are considered a model for the world and are recognized as such by a number of organizations
- No species of Alaska Seafood has ever been listed as threatened or endangered under the Endangered Species Act
- All Alaska seafood is wild and sustainable, and it is managed for protection against overfishing, habitat damage, and pollution
- Alaska’s fisheries, both State and federally managed, are regulated using the best available scientific information.
- Alaska is dedicated to preserving and protecting this superior seafood for future generations
- Every aspect of Alaska’s fisheries have been strictly regulated, closely monitored and rigidly enforced for over five decades
- Alaska sets the standard for precautionary resource management
- Sustainability: Means fisheries can exist long-term without compromising the surrounding ecosystem

### **TAGLINES:**

- “Wild, Natural & Sustainable” (can be used under the Alaska Seafood logo)
- “Wild, Natural & Sustainable, From the Beginning”
- Japanese tagline translation: “The Natural Taste, From Alaska.”

### **Wild Message**

ASMI will increase its emphasis on the “wild” aspect of Alaska Seafood in its messaging. With the general decline in wild stocks worldwide, wild is becoming more of a differentiating factor

than ever before. Clarity of message: Alaska is uniquely positioned to benefit from increased emphasis on the wild message, as the state prohibits all types of finfish farming.

## **Pure and Pristine Message**

ASMI will highlight the pure and pristine waters Alaska Seafood comes from as a point of differentiation. Key points on the pure and pristine message are as follows:

- Alaska has 34,000 miles of coast line
- Alaska is thousands of miles away from large sources of pollution
- Alaska has a small population for its vast size

## **Health and Nutrition Messages**

With obesity on the rise in many Alaska Seafood markets, both government and consumers are becoming more health conscious. ASMI will continue to include the following health and nutrition points in its messaging:

- Alaska Seafood is a healthy alternative to other protein sources
- Alaska Seafood is among the richest sources of omega-3s
- Alaska Seafood contains a wide variety of minerals (including zinc, iron, calcium, selenium).
- Naturally high in many essential vitamins, Alaska Seafood contains vitamins E, C, D and A. Some varieties are very high in antioxidant E, which has proven to strengthen the immune system, and lower the risk of heart disease by reducing buildup of plaque in coronary arteries.
- Because of seafood's superior nutrition, the FDA, along with governments in several other countries, have increased dietary guidelines or are otherwise encouraging increased seafood consumption for the general population, and in particular, children and pregnant or nursing women.

## **Species Specific Messaging**

### **Salmon:**

- Develop a strong connection with Alaska Seafood's sustainability message
- Differentiate by using the wild messaging
- Offer Cook It Frozen! as a time/cost saving solution
- Alaska canned salmon is a shelf-stable, non-perishable, and often economical seafood product.

**Halibut/Sablefish:**

- Continue to use black cod as a “brand builder” in all international markets

**Whitefish (pollock, cod, flatfish):**

- ASMI will continue its efforts to assure Alaska Whitefish species are differentiated from the “Whitefish umbrella”
- Continue to connect Alaska’s sustainability platform and RFM to whitefish – especially in Germany
- Work with international markets to differentiate Alaska pollock from Russian pollock
- Differentiate pollock roe in Japan by encouraging labeling as Alaskan
- Differentiate Alaska pollock surimi as higher quality than product coming from SE Asia
- Connect Alaska origin with Alaska cod
- ASMI will promote Alaska sole and flounder as a good value product to international markets with particular emphasis on the China domestic market.

**Other Groundfish and Finfish (herring, Atka mackerel, POP and other rockfish):**

- ASMI will promote other groundfish species as a low-cost alternative to consumers in developing countries.
- ASMI will educate key stakeholders in potential markets about the excellent quality of Alaska’s other groundfish species.
- ASMI will engage with industry regarding promotional opportunities for Alaska’s other groundfish species.

**Shellfish:**

- Build on international demand for Alaska shellfish products
- Capitalize on good quality and reliability/predictable timing aspects of Alaska crab as well as the extended snow crab season
- When possible explore markets for bivalve products

**Region Specific Emphasis:**

**Japan:**

- Differentiate Alaska pollock roe and surimi
- Place emphasis on products needing attention due to market conditions (cod, herring roe, rock sole with roe, etc.)

- Capitalize on the safe origin aspect of Alaska Seafood as well as the traceable aspect
- Appeal to traditional Japanese customs and the importance of Alaska seafood products such as sockeye salmon, pollock roe, herring roe and rock sole with roe to traditional Japanese cuisine.
- Encourage new product development and development of recipes for traditional products geared toward younger generations.
- Encourage increased use of Alaska sockeye salmon among Japanese consumers.
- Capitalize on the longstanding relationship Alaska has with Japan – build on this history and communicate it to the consumer
- Emphasize sustainability message linking origin and food safety
- Capitalize on opportunities to align with Alaska tourism marketing

## **Europe:**

- Stress acceptance of the Alaska RFM program
- Encourage use of the Alaska RFM logo
- Focus on origin identification
- PR focuses on targeting the trade and consumer on the sustainability of Alaska pollock
- Shift product emphasis as market conditions dictate.
- Expand Alaska sockeye promotions.

## **China:**

- Focus will be on four primary markets: Beijing, Guangzhou, Hong Kong, and Shanghai and their satellite cities, as well as select tier two cities.
- Promote sole, flounder, pink and chum salmon but also capitalize on demand for sockeye, black cod and crab
- Introduce Alaska pollock roe and herring roe to this market
- Shift product emphasis as market conditions dictate.
- Target local chains as well as fast food/quick service restaurants and retail chains
- Take advantage of expanding e-commerce opportunities for Alaska seafood products
- Capitalize on the positive food safety attributes of Alaska Seafood
- Continue to gather market intelligence and assess other Alaska attributes that resonate in this market through consumer research.

## **Russia/Ukraine**

- Continue to build awareness of Alaska Seafood through POS material translation and development

- Look for opportunities for Alaska pollock and roe products
- Shift product emphasis as market conditions dictate
- Continue trade servicing and emphasize roe market
- Explore opportunities in other Eastern European markets

## **Brazil:**

- Focus will be on trade education and trade relations
- Work with top retailers in major cities as well as select restaurants
- Build partnerships with key importers and processors
- Place emphasis on cod but build the Alaska brand with all species available
- Monitor import regulations
- Assist Alaska companies with DIPOA registration, distribute market information and provide opportunities for market access
- Build awareness of Alaska and Alaska brand within this new market
- Continue to gather market intelligence and measure ASMI's impact on this market for Alaska seafood

## **Industry Communication**

### **Industry Alignment**

ASMI will work to improve the industry's ability to align with ASMI activities and communicate our plans, when possible, in advance. Possible tools include:

- Online long range calendar
- Trade leads database
- IMC page
- Developing an industry-wide response to significant threats to the Alaska Seafood brand per crisis response protocol.
- In order to ensure our marketing representatives have a comprehensive understanding of the various Alaska Seafood products entering their markets, we will set up routine conference calls with the OMRs and ask the IMC for market information. This will allow the OMRs to tailor their marketing activities to align with the industry.

## **International Program Funding**

ASMI will continue to pursue new funding opportunities as well as utilize State, federal and industry funding to achieve its mission throughout the international marketplace. ASMI funding sources and opportunities are listed below:

## **Foreign Agricultural Service**

- Market Access Program (MAP): ASMI's International Program currently receives over half of its funding from MAP, which is administered by the Foreign Agricultural Service (FAS). ASMI will continue to strengthen its relationship with FAS to ensure our efforts align with the feedback received from them.
- Global Based Initiative/Food Aid: ASMI will continue these programs as long as industry sees fit. These programs build international goodwill, and provide potential emerging markets with opportunities to develop a taste and possibly a preference for Alaska canned salmon, herring and other products as available. These programs also provide a market for products that are nutritionally sound.
- ASMI will explore possible funding through FAS' Emerging Market Program (EMP) for activities in Southeast Asia.

## **Other Funding Sources**

- Industry Funding: ASMI will develop tools to communicate our activities with the industry to help maximize impact in the marketplace.