

PR.8

Plan and implement engagement activities

Requires dialogue

This activity is about planning how you will begin to engage companies in your target market and get them interested in your eco-innovation services.



INPUTS

- Choice of target market, from the activity *PR.1 Evaluate potential markets*.
- Preliminary list of relevant companies in your target market. From the activity *PR.1 Evaluate potential markets*.
- Stakeholders that could help you to make initial contact with relevant companies. From the activity *PR.3 Build the right external partnerships*.

OUTPUTS

- Variety of engagement activities completed.
- Meeting scheduled with senior management representative(s) at several companies in your target market, used in the activity *PR.9 Pitch the benefits of eco-innovation to the CEO*.

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With your Value Chain Pitch created, you are now ready to begin engaging companies in your target market. This can be done in many ways. You should have already identified some relevant companies in your target value chains when completing the *Target Identification template*. You could approach relevant government agencies, trade associations and the like who may be able to offer personal introductions to the companies you have identified or give you details of other relevant companies. You might also be able to obtain some government funding to help launch your new eco-innovation services if there is a good fit with policy goals.

Clearly, there are many other ways of generating interest in eco-innovation within your target market and your understanding of the market will help to determine the most appropriate and effective option. Whichever approach you chose, the ultimate aim is to secure a meeting with the CEO of a prospective client in order to discuss the next steps and gain approval to proceed to the *SET STRATEGY* phase.

HOW TO GO ABOUT IT

1. Generate an initial list of the types of activity you could complete to start engaging companies in your target market. Some initial ideas to get you started are provided below:
 - Present an overview of eco-innovation services when visiting companies that you work with already that fall within your target markets for eco-innovation.
 - Contact the relevant trade or industrial association or Chambers of Commerce for your target market to discuss the opportunities to run joint events and co-promotion on the topic of eco-

innovation. They are often keen to find new ways of supporting their members and offering new services.

- Initiate a project to address a sector-wide challenge or opportunity. If funding for the project can be secured, this can facilitate the recruitment of industrial partners to provide further investment.
- Make use of the partnerships you have developed. If you have developed partnerships then think about what new contacts they may be able to provide. Also, how could you work together with your partners to build greater reach and impact for your marketing events?
- Organize a 'CEO Forum' which introduces the concept and benefits of eco-innovation to business leaders in your target market.
- Develop a market-specific presentation about the drivers and opportunities for eco-innovation within that sector market and then contact individual companies from within that target sector market to arrange a meeting to deliver this presentation.
- Contact the customers and stakeholders of a company and ask them how they rate the sustainability performance of the company. If you identify an area where the company is failing to live up to stakeholder expectations this can be useful information for the company.
- Publish a White Paper on the business benefits of eco-innovation targeted at your target market. A White Paper is a piece of marketing literature, typically around 4 to 5 pages in length, which describes a new approach or new product that can help to solve a business problem. When writing a White Paper, it is important to clearly identify the audience for the White Paper and provide suitable content and language for your target audience

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(i.e. if your intended audience is the CEO of the company the focus should be on the business benefits, capital costs etc. not the technical detail of a solution). Try to include pictures, diagrams and examples where possible to help explain and reinforce the points you are making. Some relevant content can be found in the 'Business case for eco-innovation' published by UN Environment but try to complement this with examples and arguments that are more specific to your region, country and target market. Once complete, putting your White Paper on your web page where people can download it for free in return for providing their contact details is a good way to generate leads. You can also try sending an email to existing contacts to let them know about your new eco-innovation services, including a link to the White Paper download page on your website.

2. Review the list and decide which of the ideas you will implement, taking into account factors such as:
 - Time, cost and effort to organize and implement
 - How many good quality leads (contacts within relevant companies) the activity would generate.
 - The capacity you have available to run these activities with the team you have available.
3. Generate a schedule of activities for the next 6-12 months, make sure one named person is responsible for each activity, then start organizing your first activity!

Template of Company Engagement Planning

List of potential engagement activities	Criteria	Score



List here the companies to engage with and the relevant contact person

Company engagement planning

Project

Date

Version

List of potential engagement activities	Criteria	Criteria	Criteria	Score
<div>What types of engagement activity are most suited to your context? You can get inspiration from the ones provided in Tips & Tricks in activity PR.8.</div>				



List here the companies to engage with and the relevant contact person

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LEARNING CASE STUDY OF COMPANY ENGAGEMENT PLANNING

List of potential engagement activities	Time (1 to 5)	Cost (1 to 5)	Effort (1 to 5)	Score
• 5 minute pitch to existing clients when delivering existing services	3	4	5	12
• Organise a CEO forum	3	4	3	10
• Build consortium and apply for funding from Fisheries Agency under programme for 'Sustainable fishing and fish processing'	2	5	1	8
• Attend national conference on food production challenges	4	1	3	8
• Conduct a survey on sustainability challenges amongst supply chain managers at large food retailers and use results as basis for a White Paper	3	2	3	8



List here the companies to engage with and the relevant contact person

- Tasty Tuna Company – Mr Tasty
- Canned Tuna Ltd. – Ms Jones
- Fishy Supplies Ltd. – Mr Smith
- Canned Delights Inc. – Ms Delight

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Description of the Tasty Tuna Company

Note: The Tasty Tuna Company is a fictional company used to illustrate the application of the eco-innovation methodology. Tasty Tuna is a small, family-run company that specializes in the processing and canning of tuna fish products. The company was created by a fishing family in 2004 because they were unhappy with the price they were receiving for their fish. The family still own and manage the company, which now employs 40 people and processes 1000 metric tonnes of tuna per year.

The company buys its fish direct from the fishermen at the local market. The fish is taken and processed using predominantly manual processes. The canned tuna is finished with Tasty Tuna branded packaging when sold into the domestic market, but the company also offers customized packaging for large international customers.

The company has two products:

- Premium, Yellowfin canned tuna in oil – mainly sold to the export market
- Standard, Skipjack canned tuna in brine – mainly sold in the domestic market.

The majority of the company's employees are involved on the production line but there are five office staff consisting of the CEO, the Production Manager, the Sales Managers, one Buyer and one Finance Assistant.

So why would the Tasty Tuna Company be a good target for your eco-innovation services?

Below are some of the key factors that might have been used to identify the Tasty Tuna Company as a good company to target. Look out for similar characteristics when selecting the companies that you will target.

- Supported by national policy – In the country in which the Tasty Tuna Company is based, the food processing industry is supported by national policies such as the National Development Plan as the government wants to move from exporting basic raw products to higher value, processed food products.
- Availability of funding – There is funding available through the Ministry of Trade and Investment for companies that wish to increase their export sales.
- Market facing new regulation – The Fisheries Ministry is considering implementing fishing quotas due to overfishing problems.
- Growing market – The demand for tuna is growing by more than 10% per year both locally and in export markets.
- Business to consumer market that has an interest in sustainability – The company sells some of its product under its own label and an increasing number of consumers are interested in purchasing tuna that is sustainably sourced
- Market facing significant sustainability threats – The tuna fishing and processing industry is currently facing threats such as dwindling fish stocks due to overfishing, concerns about working conditions on board fishing vessels and rising fish prices due to competition from foreign processing companies. These threats and others are discussed further in later activities.
- Successful, profitable company – Despite the threats being faced the company has made healthy profits in each of the last five years. It is the market leader in the domestic market with a 55% market share.
- CEO/Owner that is keen on sustainability – The Tasty Tuna Company is a family-owned business and the owners have a

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TIPS & TRICKS

positive attitude to sustainability as they recognise that overfishing is becoming a serious problem for them and they want the company to have a good reputation in their local community and abroad. There is a section on the company's website about the actions they are taking to reduce their impact on the environment.

MAKE IT FUN

If you can incorporate some interactive game or competitive elements into you early stage interactions with a company it can prove a lot more engaging and enticing than standard approaches based on long presentations.



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BACKGROUND INFORMATION

References and resources

Writing a White Paper:

WhitePaperSource. Website featuring articles on how to write a White Paper, a forum, and downloadable audio classes Available from: <http://www.whitepapersource.com/>

Examples of White Papers available from: <http://www.thatwhitepaperguy.com/that-white-paper-guy-samples.html>

Example of an eco-design White Paper available from: <http://www.grantadesign.com/eco/ecodesign.htm>

→ Further information in the Agri-food Supplement

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BACKGROUND INFORMATION

At this point of the eco-innovation process, you have gathered all the necessary information on the target value chain and are ready to engage a company to offer your services as an eco-innovation service provider. From this point onwards in the supplement, we will use the hypothetical company Mango Pulp Co. as a learning case study to provide practical examples of implementation of the eco-innovation methodology and selected templates at a company within the agri-food value chain.

Description of Mango Pulp Co.

With the data you have gathered during the PREPARE phase, you have selected Mango Pulp Co. as a potential company for implementation of eco-innovation. The selection was made by reviewing fruit and vegetable processing companies within your own network as well as from a database of the National Export Promotion Agency.

Mango Pulp Co. showed the most potential for eco-innovation for reasons explained below:

- During your previous work with the company, you noticed a strong commitment from the company's management to pursue further opportunities to improve sustainability performance, including strategic changes.
- You believe that the benefits of eco-innovation for Mango Pulp Co. will outweigh the risk involved. The company is willing to accept a degree of risk if the risk is justified.
- The company has an efficient decision-making system.
- The company has not made any large investments in recent years.
- You have benchmarked the company against industry standards and found that there are still many opportunities for improvement.

A short introduction to Mango Pulp Co. is given below.

The Mango Pulp Co. was founded in 2008 by the current CEO of the company. He started the company in response to the growing demand for canned mango pulp in the export market. The company has one processing facility with capacity for approximately 3800t (metric tonnes) of mango pulp per year, which is currently running at 2500 Mt/year. The company has 21 permanent staff and additional 50 seasonal workers:

Permanent staff	Number
CEO	1
Marketing manager	1
Operations manager	1
Technology manager	1
Marketing and sales	2
Accountant	2
Electrician/Mechanic	2
Watchman/Guard	3
Buyers	4
Production supervisors	4
Seasonal production staff	50

Mango pulp is the concentrated mango juice obtained from processing various varieties of mangoes. The processed mango pulp has extended shelf life and has significant export potential. The mango pulp can further be used to produce downstream products like mango jam. The canned mango pulp has about two years of shelf life without cold storage. Canned mango pulp can be consumed as a fruit juice and in the processing of mango jam.