



Seafish: Tackling the wicked issues

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Agenda

- New to Seafish, new to the industry
- Why I've been hired
- My outlook on managing organisations
- My first 100 days
- My outlook on collaboration for business advantage
- Seafish: Tackling the wicked issues

Why I've been hired

On Managing organisations

Dis-likes:

- Command and control
- Hierarchy
- Deference
- Meaningless KPIs
- Blame

Likes:

- Trusting and tracking
- Good governance
- Clarity on expectations
- Equipping people to do their job
- Autonomy
- Accountability
- Recognition
- Innovation

First 100 days

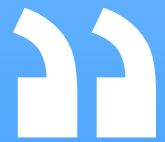
Governance:	Well developed and embedded
Business assurance:	Robust mechanisms in place
Stakeholder engagement:	Positive feedback, increasing ownership of the agenda, need greater 'reach'
Performance management:	Clear mandate, strong delivery
Outputs and events:	Professional delivery, value for money
Staff development:	Committed and expert. Collective buy-in to do the very best we can for the industry
Planning for the future:	Corporate planning, inviting inputs, defining the process for 2018-21

On collaboration for business advantage

- First-hand experience of the power of collaboration
- A power that money can't buy, nor governments provide
- Setting aside self interest for the good of the whole
- Encouragingly, I see a good deal of 'can-do' optimism in our industry



*Overcoming the pessimism of the intellect
with the optimism of the will*



Antonio Gramsci

On tackling wicked issues

A problem in which the various stakeholders can barely agree on what the definition of the problem should be, let alone on what the solution is.....

Wicked issues

- Since there is no definitive problem, there is also no definitive solution
- Stakeholders have radically different views and different frames for understanding the problem.
- The constraints that the problem is subject to and the resources needed to solve it tend to change over time
- Solutions are not right or wrong

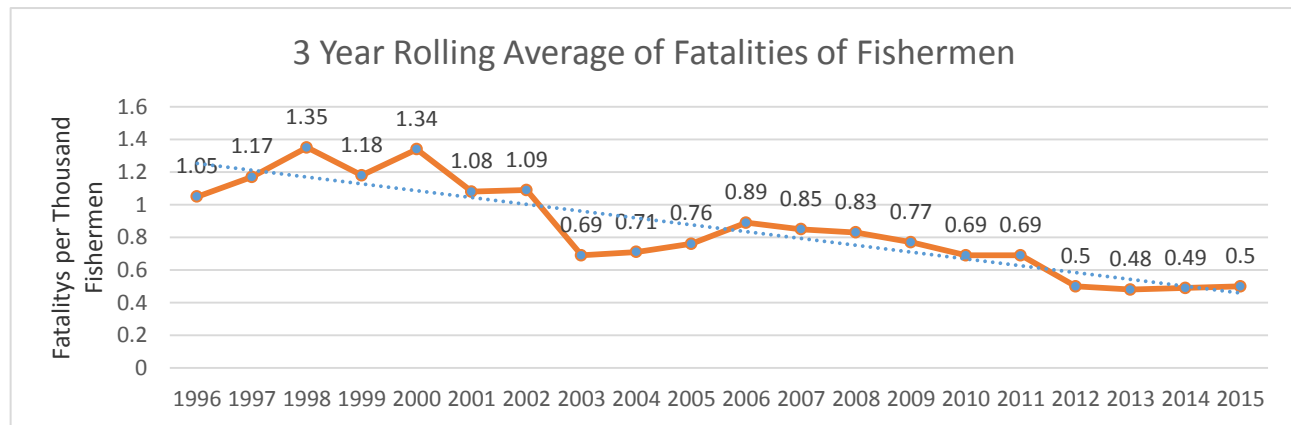


The 'catch 22' of wicked issues

You can't learn about the issue without trying solutions, but every solution is expensive and has lasting consequences that may spawn new wicked issues.

Wicked Issue 1: Fishing is still one of our most dangerous professions

- In the last decade, 85 fishermen have died in the UK, eight this year
- The fatality rate in fishing is 34 times worse than in construction
- No shortage of effort to improve the situation (training, PFDs, Kingfisher, Vessel inspections, etc)
- Trends are moving in the right direction but too slowly...



Wicked Issue 2: Can Seafood consumption recover post-austerity?

- Widely recognised as one of our healthiest and most sustainable proteins – but we still don't eat enough of it!
- **In Retail; 2009 – 2014: volumes fell by 8.8%**
In the 52 weeks to Dec 2015 volumes fell by **0.9%**

In Food Service; 2009 – 2014 servings fell by 8.5%
In the 52 weeks to Dec 2015 servings increased by 3.8%

- We can demonstrate that generic marketing across a co-ordinated platform (e.g. Seafood Week) boosts retail sales, but how can we build on this?

(Data: AC Nielsen, NPD Crest 52wks to Dec 2015)



Wicked Issue 3: The industry can be associated with issues around social responsibility...

- More than reputation damage – industry wants to do the right thing
- Complex international supply chain
- Lack of visibility = unique challenges
- Seemed too big an issue to tackle but that's what we're doing – only supply chain collaboration will see the RFS make an impact



Wicked Issue 4: Regulations are hugely complex, ever-changing and challenging for businesses....

- Seafood one of the most regulated food commodities:

- Fish as food
- Fisheries control
- Marine environment

- Red tape costs!

- Traceability and Labelling
- Hygiene
- Contaminants
- Imports and Exports
- Packaging and Waste



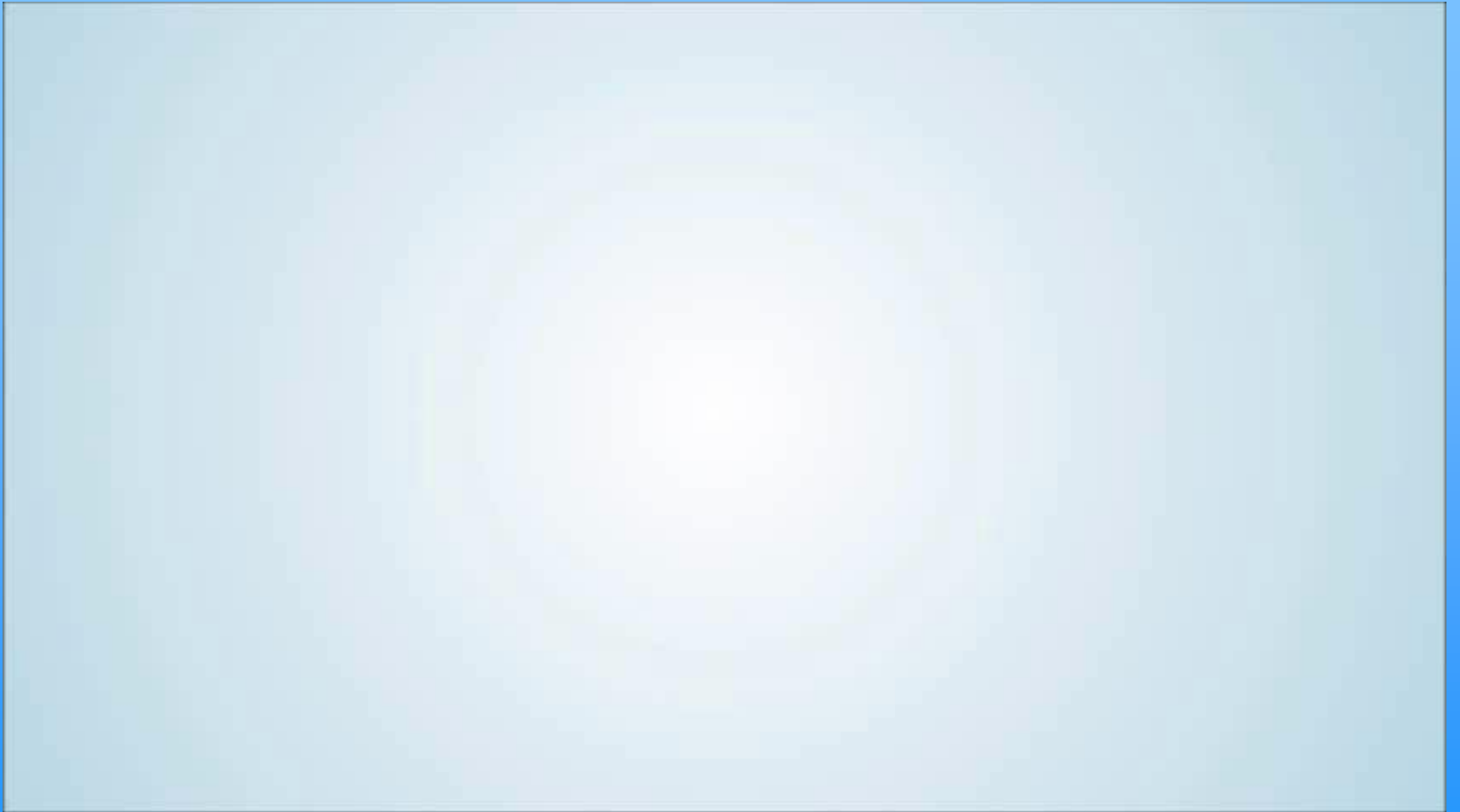
Wicked Issue 5: There's not enough young people entering the industry...

- Skilled labour shortages in all sectors, from fish filleters in Scotland to vessel crew in Northern Ireland.
- Struggling to attract new entrants – who wants to work in fish?
- Increasing reliance on EEA and non-EEA labour
- There are fantastic opportunities – can we attract the best talent?



The world is your oyster

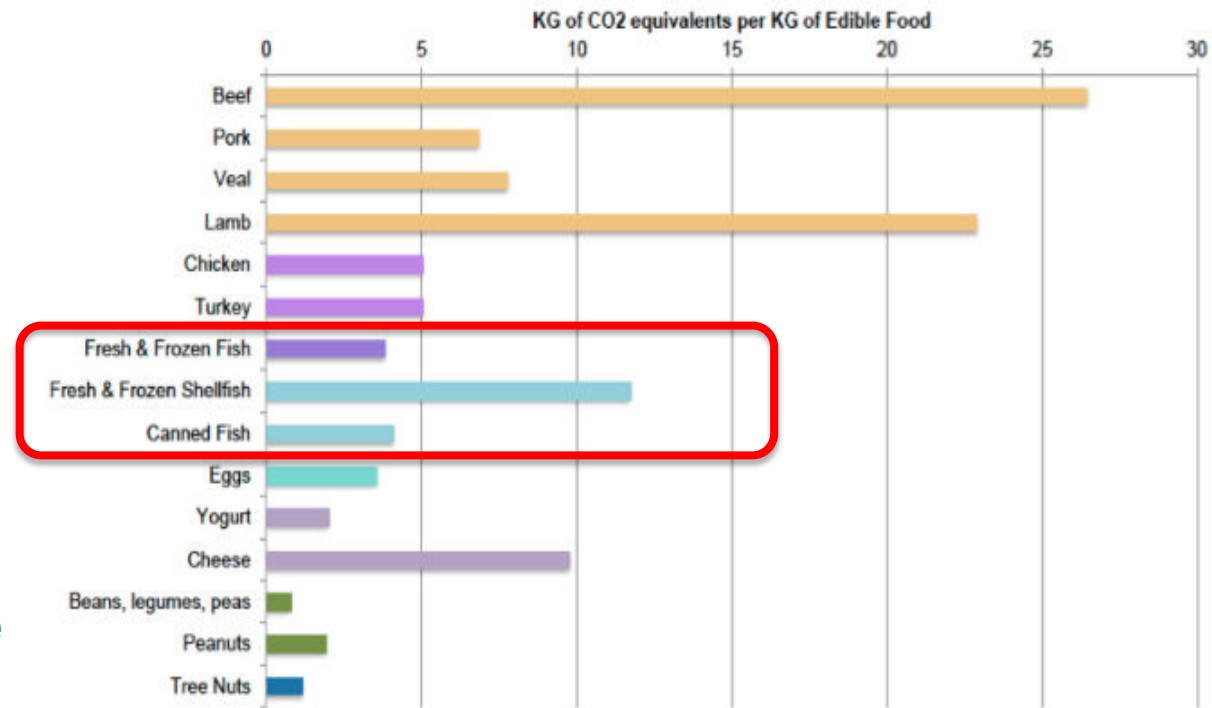




The biggest wicked issue of all: Can seafood fill the global 'protein gap'...?

- World population on track to hit 9 billion by 2050
- Demand for animal protein is projected to double
- If all fisheries are managed sustainably we could expect an additional 8m tonnes only
- Is the development of sustainable aquaculture the answer?
- Or will alternative proteins win the day?

Environmental Impact varies by Protein Type



Collaboration is key

Wicked issues are rarely solved by a single organisation

We all need to pull together to ensure the UK
seafood industry has a prosperous future

Keeping in touch

- www.seafish.org -- everything you need to know about us
- www.fishishedish.co.uk - our consumer facing website
- @seafishuk - follow us on twitter
- **Seafish Round Up** - sign up for our monthly newsletter (from the home page of the web)
- **Seafish Industry Sector Panels** play a key role in shaping our work - Speak to members and make sure your point of view is heard (David Jarrad on D&E Panel representing SAGB and shellfish, all details on the web)
- **Industry Issues Groups** - DAG, CLG, eCLG, Aquaculture Common Issues Group - bringing all stakeholders together to help tackle the wicked issues
- A range of **issue-specific newsletters** from our various teams - from Responsible Sourcing to Market Data seafish@seafish.co.uk



Thank you

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