



# Fish campaign and market assessment

## Aquaculture: Increasing Income, Diversifying Diets and Empowering Women in Bangladesh and Nigeria project



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# Introduction

As a pioneer in the Bangladesh meat processing industry, Bengal Meat has decades of expertise in the country, where fish is eaten more often than meat. The company's main vision for the future is to establish itself as a one-stop solution that provides top-quality, safe protein to customers. Bengal Meat currently operates in Dhaka, Chittagong and Sylhet and several other major urban areas. As a national brand with a huge business opportunity in front of it, the company maintains that meat alone cannot fulfill the protein needs of the country's population. It believes that fish must play a pivotal role to meet the increasing protein demand.

With this goal in mind, Bengal Meat partnered with WorldFish, an international, nonprofit research organization that harnesses the potential of fisheries and aquaculture to reduce hunger and poverty. Together, they organized a fish campaign that focused on some of the country's urban centers. The goal was to improve the health of customers and the income of rural farmers by Bengal Meat buying fish from WorldFish farmers, processing them in its factories and then delivering the final fish products to customers in the campaign's urban areas. For Bengal Meat, the hope was to acquire new customers and determine the proper basket size of fish for existing customers.



a. Sourcing



b. Weighing



c. Descaling, cutting and evisceration



d. Wrapping and freezing



e. Slicing



f. Packaging



g. Vacuuming



h. Distribution

**Plate 1.** Steps in Bengal Meat's fish processing.

# Activity plan

In the activity plan for the proposed fish campaign, the following items were considered for piloting and then evaluated for their effectiveness:

Activity	Modality
Post content on social media.	Highlight Bengal Meat's unique selling points with a fish portfolio, rohu and a recipe video, focusing on the safety and hygiene of fish processing.
Decorate shops with point of sales materials (POSMS).	Use a table talker and an X banner.
Conduct SMS marketing.	Send bulk SMS to privileged customers using a filtered database on a weekly basis.
Use social media to influence marketing.	Give away rohu products to social media influencers in order to generate positive reviews.
Hold a recipe contest on Facebook.	Share rohu recipes with pictures and select the best submission as the winning recipe.
Manage and engage communities.	Respond to queries both online and offline (call center) and store data for further insight into customer preferences.
Make outbound calls.	Provide campaign info using outbound calls.
Package fish.	Vacuum-pack fish.

**Table 1.** Proposed activities for the fish campaign.



# Planned activities

## 1. Content creation, revision and delivery

Using insight and information from WorldFish, Bengal Meat developed 16 products with clear-cut messaging and accompanying eye-catching visuals to grab the attention of potential customers. Special emphasis was placed on promoting the sources of Bengal Meat's fish, so with the help of WorldFish the company co-created various communication tools to do just that. The content was uploaded on Facebook and Instagram on a regular basis.

In Bangladesh, Friday morning is a traditional time to hold weekend bazaars. So during the fish campaign, the social media team from Bengal Meat uploaded content every weekend. The boosted campaign was filtered and targeted toward the area around Bengal Meat butcher shops for maximum reach and engagement from relevant target groups.



Plate 2. Social media posts.

## 2. BTL activities and shop decoration

During the fish campaign, Bengal Meat's 34 specialty retail shops were decorated. On top of this, to increase shop visibility and provide information on the fish campaign, special BTL activities took place at its gourmet butcher shops. These shops were decorated using various POSMs, such as table talkers, banners and cutouts, to increase the visibility of the company's new fish-based products. The source of the fish was promoted in these materials as well.



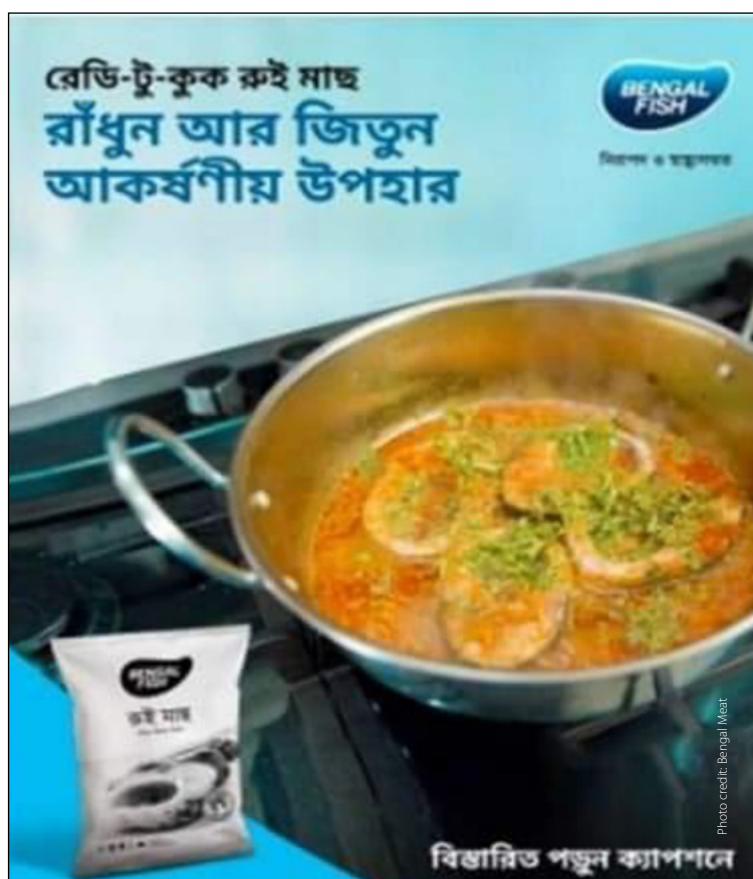
Plate 3. A Bengal Meat store.

### 3. SMS marketing

An SMS campaign is one of the most commonly used tools for brand awareness. Short, crisp brand awareness-related SMS were sent to loyal Bengal Meat customers and filtered by such characteristics as specific area, people's buying patterns and interests to let customers know about the company's new products and to grab a larger market share. The SMS were sent in simple Bangla so that everyone could understand them, and the marketing was conducted at 09:00 so that it could directly influence the purchasing decisions of the customers. Bengal Meat sent approximately 200,000 SMS to its target audience to create a good brand awareness for its new fish products.

### 4. Recipe contest on Facebook

A recipe contest was held on Facebook, as this was an integral part of Bengal Meat's community mobilization strategy for improving dietary habits. Participants, both male and female, shared a rohu recipe with a photo in their own profile accompanied by the hashtags #ROHUFISH #RECIPE CHALLENGE #BENGALMEAT. The most liked post was selected as the winner of the recipe contest. The winner received a special gift and was featured on Bengal Meat's official webpage. The main objective of this activity was to identify innovative recipes and to generate ideas on how to increase fish consumption at the household level and make fish tastier for families, especially children.



**Plate 4.** Recipe contest promotional status post.

### 5. PR activities

In Bangladesh, people living in cities and those who participate in social media rely on feedback from different review groups and celebrities to make purchasing decisions. As such, Bengal Meat collaborated with social media influencers and gave them fish product as gifts. In turn, these influencers provided reviews of the company's products on their platforms, focusing on safety, customized cuts and presentation. These were posted in different cooking groups on social media so that people could learn about products offered by Bengal Meat. This created an air of reliability around the company's products and encouraged potential customers to buy them.

## 6. Online portal ad

The presence of urban dwellers on online platforms, both on social media as well as other news portals and webpages, has increased a lot in Bangladesh over the past 1–2 years. And during the COVID-19 pandemic, people have gotten more used to making purchases online.

With this in mind, Bengal Meat placed special banner pop-up ads on specific websites, as well both Facebook and Instagram. The company placed these ads on the most viewed recipe blogs and nutrition websites, where it could promote its fish-based products and various offers.

## 7. Community management and engagement

Although having an online presence, specifically on social media, is important, managing customers' comments and responding to their inquiries is also critical to a successful business. Keeping the community engaged and interested online requires opening up a company's platform for comments. Some degenerate into political, religious, abusive or controversial comments, so these need to be removed quickly. However, most will be genuine queries, and these need to be answered at least within a day. As such, Bengal Meat formed a dedicated team to manage and respond to these inquiries, while WorldFish offered pro bono support to answer any technical inquiries related to the fish species and sources.

In addition, Bengal Meat signed an agreement with multiple farmers endorsed by WorldFish. As per the terms of the agreement, Bengal Meat has committed to buying about 3 t of rohu from farmers in Natore and Rajshahi. The fish are to be processed and packed in the company's high quality processing plant and then sold to consumers.



**Plate 5.** (a) Collected fish, (b) quick freezing, (c) cutting, (d) further packing and quick freezing, (e) final packaging.



# Social media campaign

Bengal Meat co-created different social media engagement materials with WorldFish, as well as some video content. Also, a media agency was hired to post this content on social media and then interact with consumers.

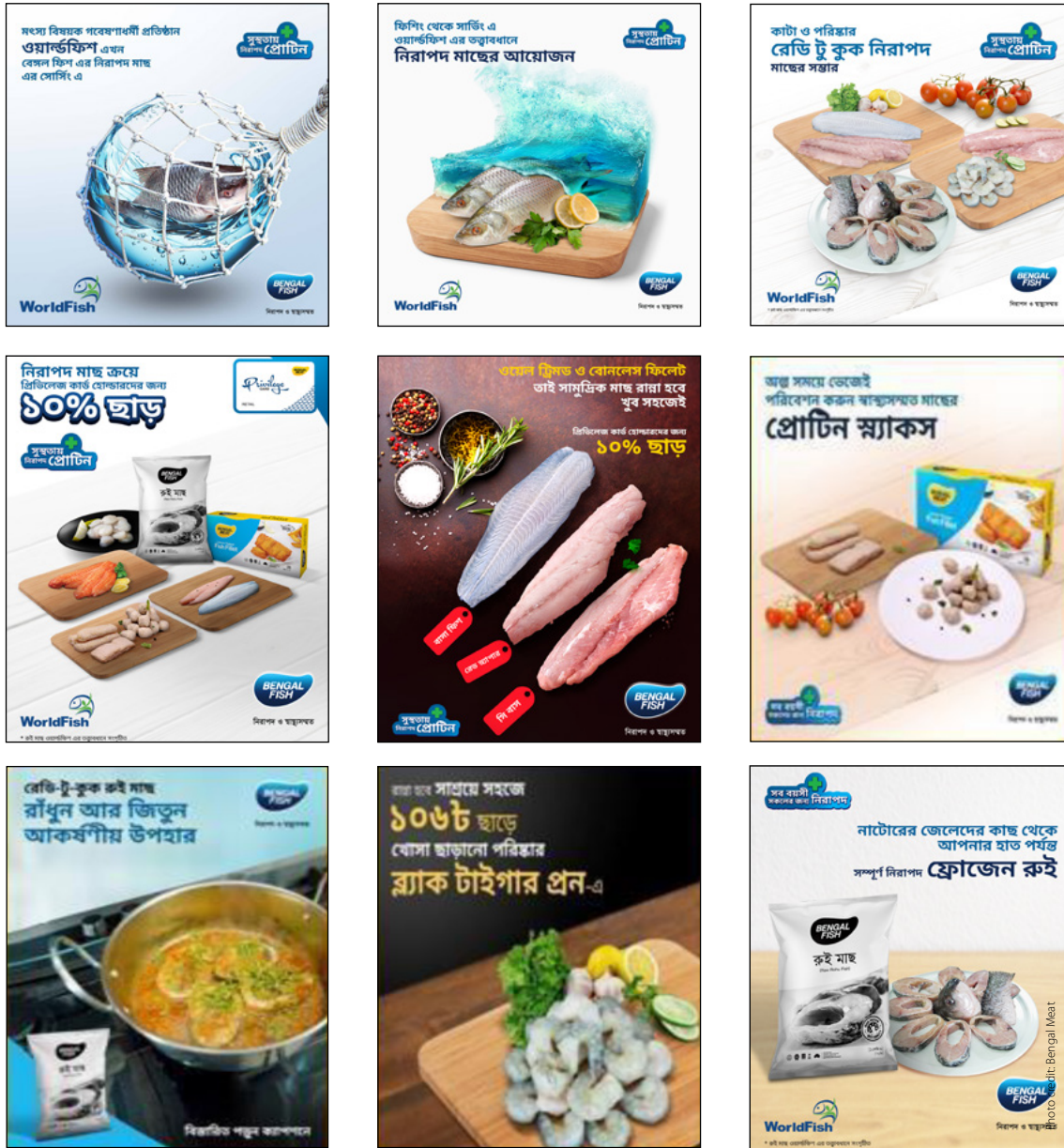


Plate 6. Various social media posts.

No.	Post title	Post type	Reach	Impression	Engagement
1	Post for fish campaign launch	Static	1,979,908	2,069,839	5965
2	Bengal Meat and WorldFish collaborate	Static	1,406,480	1,458,316	4567
3	Rui fish	Static	1,286,656	1,320,561	6895
4	10% discount for privileged customers	Static	790,894	1,694,172	3271
5	Raw fish portfolio	Motion	712,156	970,861	29,372
6	Ready-to-cook sea fish	Static	246,867	265,283	1639
7	Protein snacks	Motion	467,712	592,305	11,772
8	Black tiger prawn	Static	440,583	632,900	1550
9	Rui fish recipe from chef	Video	574,593	920,539	187,206
10	Bengal Meat fish portfolio introduced by chef	Video	2,099,208	2,112,138	78,735
11	Re boosting Bengal Meat Raw fish portfolio	Motion	739,078	1,030,558	42,288
12	Re-boosting 10% discount for privilege cardholders	Static	381,571	739,180	2111
13	Fish camp recipe contest	Static	51,552	65,196	13,686
14	Fish cold chain	Motion	848,005	1,209,038	59,175

**Table 2.** Specific reach and engagement of social media posts.

Total unique reach	3,999,259
Total impressions	15,080,886
Total engagement	448,232
Link clicks	1341
3-second video plays	405,192
Total spent	USD 1848.93

**Table 3.** Overall reach of the social media-based fish campaign.

The overall data suggests that through these 16 posts, Bengal Meat reached as many as 3.9 million people across Dhaka, Chittagong and Sylhet. The campaign created 15 million impressions at a lower CPM (cost per thousand impressions) of USD 0.12, where reach means how many people actually saw the post and impression means the number of times the content was displayed.

The campaign also had an engagement rate of 2.98%, with a total number of 440,000. The overall performance was considered excellent in terms of impressions and achieved more than the target at a much lower cost.

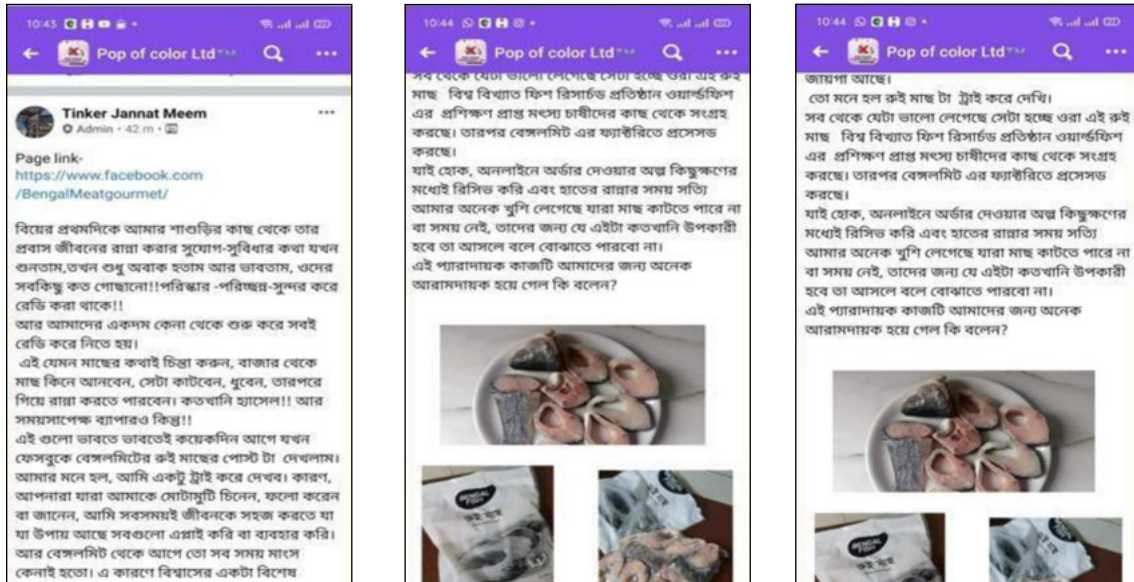


Plate 7. Social media influencer activities.



Plate 8. SMS marketing.

# Feedback from customers

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## Positive feedback

- People loved the quality and freshness of the new fish products.
- Consumers appreciated the campaign.
- Customers liked the recipe videos.

## Negative feedback

- Customers shared concerns about the price of the fish, as it was higher than the usual prices in the market.
- The fish was not always cut properly.
- Some expected better quantity for the price.
- Customers showed their concern regarding the size of the fish, as larger fish are much tastier than smaller ones.

## Frequently asked questions

- Are smaller stock keeping unit (SKU) available?
- Are sea fish available?
- What is the price of the fish?
- What are the ingredients in the recipes?
- Are other sweet water fish available?
- Is it okay to eat cultured fish?
- Are fish fillets and other processed fish products available?
- Are ready-to-cook items available?



## Overall performance

It is important to note that the sales volume listed is for the campaign period only. Bengal Meat bought about 3 t of fish from farmers in Natore and Rajshahi, and those were involved in institutional sales.

Item	Target	Actual
Sales of rohu	700 kg	650 kg
Social media reach	4,000,000	3,999,259
Privileged card	25% increase of regular customers	383 (achieved)
Inbound calls	300	29
Share of sales to privileged customers	50%	37%

**Table 4.** The overall target versus achievements of the fish campaign.

## Conclusion

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Although the sales targets were not fully met, the fish campaign created positive vibes on social media. Also, the overall sales volume of new products in the portfolio of Bengal Meat was satisfactory and has potential for a larger SKU. The company understands the potential that portioned fish products have in urban centers. If Bengal Meat can develop a fish products that are convenient for households, as well as other products like fillets or semi-cooked fish, at reasonable prices, it will be possible for the company to scale up its business. One thing that needs improvement is the company's processing so that Bengal Meat can better use the knowledge and support it receives from WorldFish.

With support from WorldFish, Bengal Meat identified a few sources of potential income through the fish campaign. However, these are not enough, because the company is committed to buying more fish from WorldFish, and rohu will not be the only fish species in the company's product portfolio. New species like catla, mrigal, bata, tengra and mola are also being introduced, which requires species-specific packaging and pricing.

## **About WorldFish**

WorldFish is a nonprofit research and innovation institution that creates, advances and translates scientific research on aquatic food systems into scalable solutions with transformational impact on human well-being and the environment. Our research data, evidence and insights shape better practices, policies and investment decisions for sustainable development in low- and middle-income countries.

We have a global presence across 20 countries in Asia, Africa and the Pacific with 460 staff of 30 nationalities deployed where the greatest sustainable development challenges can be addressed through holistic aquatic food systems solutions.

Our research and innovation work spans climate change, food security and nutrition, sustainable fisheries and aquaculture, the blue economy and ocean governance, One Health, genetics and AgriTech, and it integrates evidence and perspectives on gender, youth and social inclusion. Our approach empowers people for change over the long term: research excellence and engagement with national and international partners are at the heart of our efforts to set new agendas, build capacities and support better decision-making on the critical issues of our times.

WorldFish is part of One CGIAR, the world's largest agricultural innovation network.