WHOI Brand Strategy

December 2019

In January 2019, we embarked on a journey to develop a compelling **brand story** for WHOI. A story that drives **interest** and **relevance** with the general public and with new donors while preserving our reputational strength with scientists and engineers...

Our journey began with over **75+ hours of interviews** with over 200 scientists, engineers, supporters and experts inside and outside WHOI. We dove deep into what other ocean science organizations were doing and saying to understand where **influence** was greatest. We then quantified these hypothesis with an online study with close to 1,000 respondents to uncover attributes that increased perceptions and **drove action.**

- INTERVIEWS
- COMPETITIVE
- ONLINE STUDY
- TOWN HALLS
- PURPOSE STATEMENTS
- NARRATIVES

...what we found was that generating **interest** and **relevance** is not enough to change the tides. There is a growing sense of **urgency to take action**.

It is more than our responsibility.
It is the defining moment of our generation.

We will never realize the full potential of our **collective impact** with a “business as usual” mindset. Our future depends on us to be the catalyst for change. Our ocean depends on us to be the voice for this change.

We need an alternative narrative that builds on our mission of **unleashing new knowledge** in service of society.

Insights from the Journey:

While the ocean is important to everyone our primary targets for WHOI are **high net worth** prospects and the **engaged public**.

HNW PROSPECTS

HNW donors interested in leaving a legacy and making a measurable impact in their lifetimes.

Transformational donors don't fund organizations, they fund issues.

ENGAGED PUBLIC

Everyday cause driven environmentalist interested in protecting the planet for future generations.

Give out of a sense of emotional connection with an organization's mission.

WHOI Target

Insights from the Journey:

Clean drinking water, **protecting our oceans** and ocean pollution top the list of the most important environmental issues for our target.

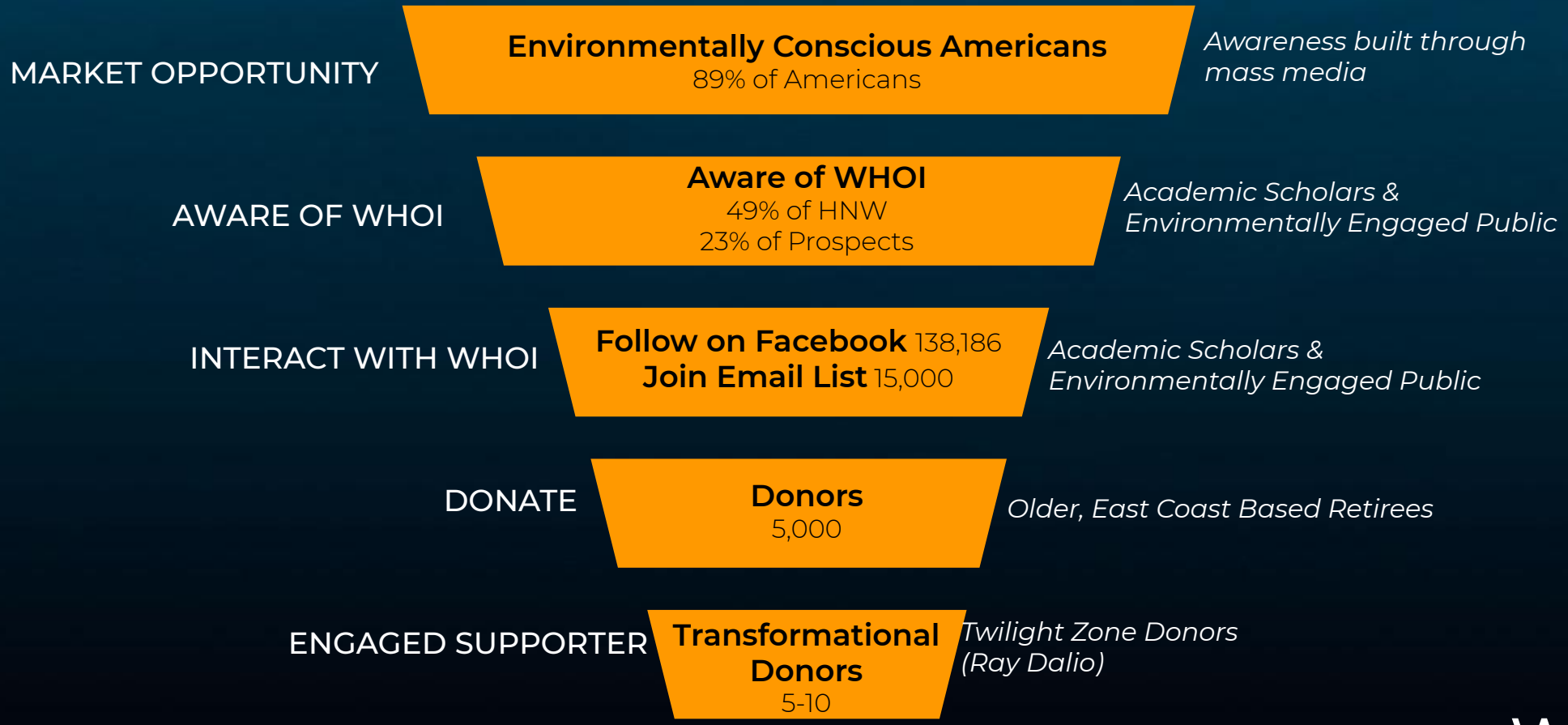
They **care** about the ocean and **want to take action** but also believe that governments and corporations are the most realistic way to protect oceans.

They also strongly believe ocean science organizations' primary role is to **protect and conserve** the oceans followed by **educating** the public and next generation of scientists.

WHOI Role

Insights from the Journey:

While WHOI has high brand awareness with our target, we are not converting many to interact with and support the institution.



72,749 articles published on “climate change” alone in 2019

270 stories published on WHOI in major US newspapers and online sources

221K visitors a month to website. 50+ emails sent a year. 4 issues of Oceanus published a year.

Nurtured with emails

One-on-one meetings, TED conference, events

WHOI Target

Transformational donors will engage with our agendas and will fund our scientific research when it **informs government/ corporate environmental policies…**

Most Important Area to Fund with a Donation to WHOI

	Target
Scientific research that provides facts to inform government/corporate environmental policies	32%
Unrestricted gifts	23%
Pure scientific research that provides the critical foundation for future discoveries	17%
Pure exploration of the unknown, awe-inspiring parts of the ocean	7%
Innovative technology, equipment, and vessels	7%
Specific expeditions/missions to the deep sea	6%
Scholarships for the next generation of scientists	5%

OCEAN TWILIGHT ZONE

Our Bold Ideas

Our exploration of the twilight zone will achieve much more than scientific discovery.

Our project will create, expand, and take advantage of new technologies to explore the ocean twilight zone and re-imagine its commercial use. We will …bring science, technology, and society together in an interactive environment to accelerate understanding of the twilight zone for use in science-based policies that take into consideration conservation, equitable use, and maintenance of ecosystem services.

...And yet the story we tell is **fragmented**... our agenda needs to add up to something more meaningful

The **best brands** are built on great stories.
~ Ian Rowden, Virgin Group CMO

- Global heating supercharging Indian Ocean climate system
- Scientists meeting in Portland say right whales on the way to extinction
- Toxic algal blooms are worsening with climate change
- Autonomous Robotic Boats Improve Environmental Sampling at Sea
- How Cheap Robots Are Transforming Ocean Exploration
- Floating light sculpture will show real-time water quality
- WHOI Study Examines Impact of Sunlight on Degrading Plastics
- Learning how endangered orcas hunt could be the key to saving them
- How will first responders deal with oil trapped under ice?
- Slimy lakes and dead dogs: climate crisis has brought the season of toxic algae
- Geology creates chemical energy: Origin of a massive methane reservoir discovered
- Dense Antarctic water returning to the Atlantic

We need to build on our strengths of **creating** and **informing** but also tell the story of how our **people** and our **science** can **impact** the staggering problems we face as a planet. Our story is about our role in what's possible

BRAND PURPOSE: **OUR OCEAN. OUR PLANET. OUR FUTURE.**

BRAND PILLARS: **CREATE** + **INFORM** + **IMPACT**

AGENDAS: Planet, Human Life, Weather/Climate, Ecosystems, Sea Level Rise, Water Cycle, Global Warming

WHOI STRENGTHS:

Scale	Science	Engineering	Educating
• World's largest, non-profit ocean science research and education institution	• Strong unbiased research vital to the future of the planet	• Access to the best engineers and a comprehensive set of vessels, tools and lab equipment	• Educate the next generation of ocean scientists

WHOI Brand Architecture

Move from Incremental to Transformational Change

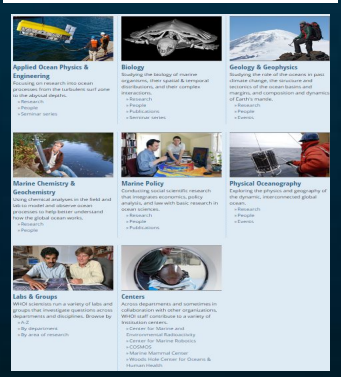
FROM

Science-based academic research

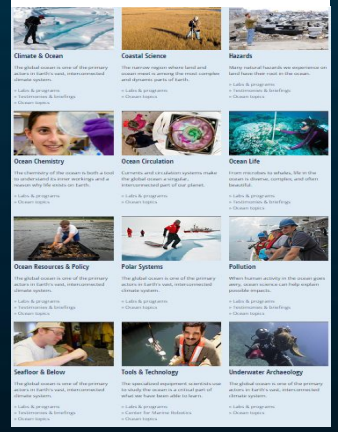
TO

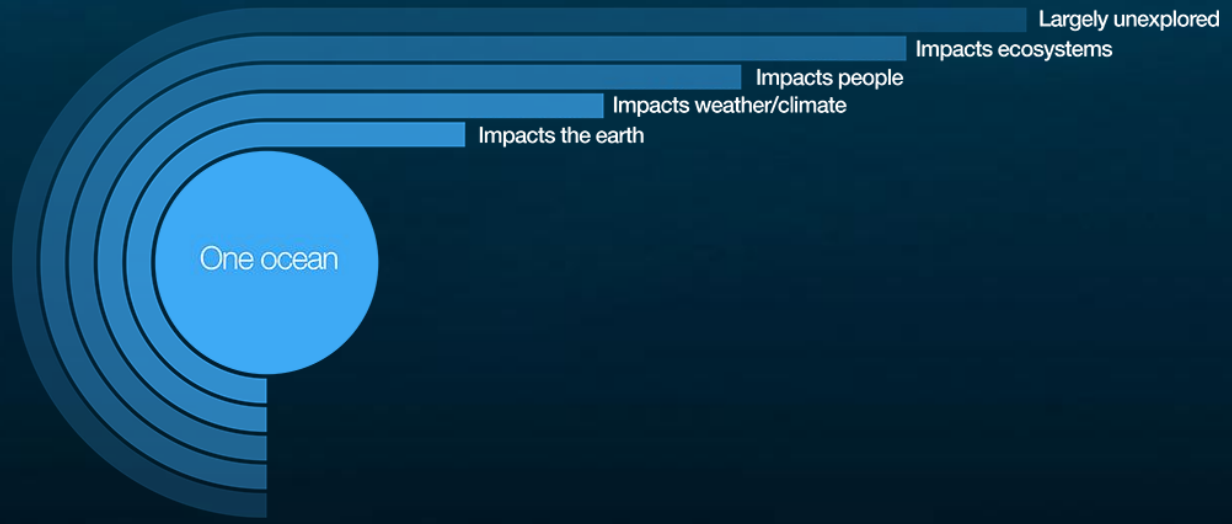
Issue-based impact agenda

8 Departments/Centers



12 Areas of Research



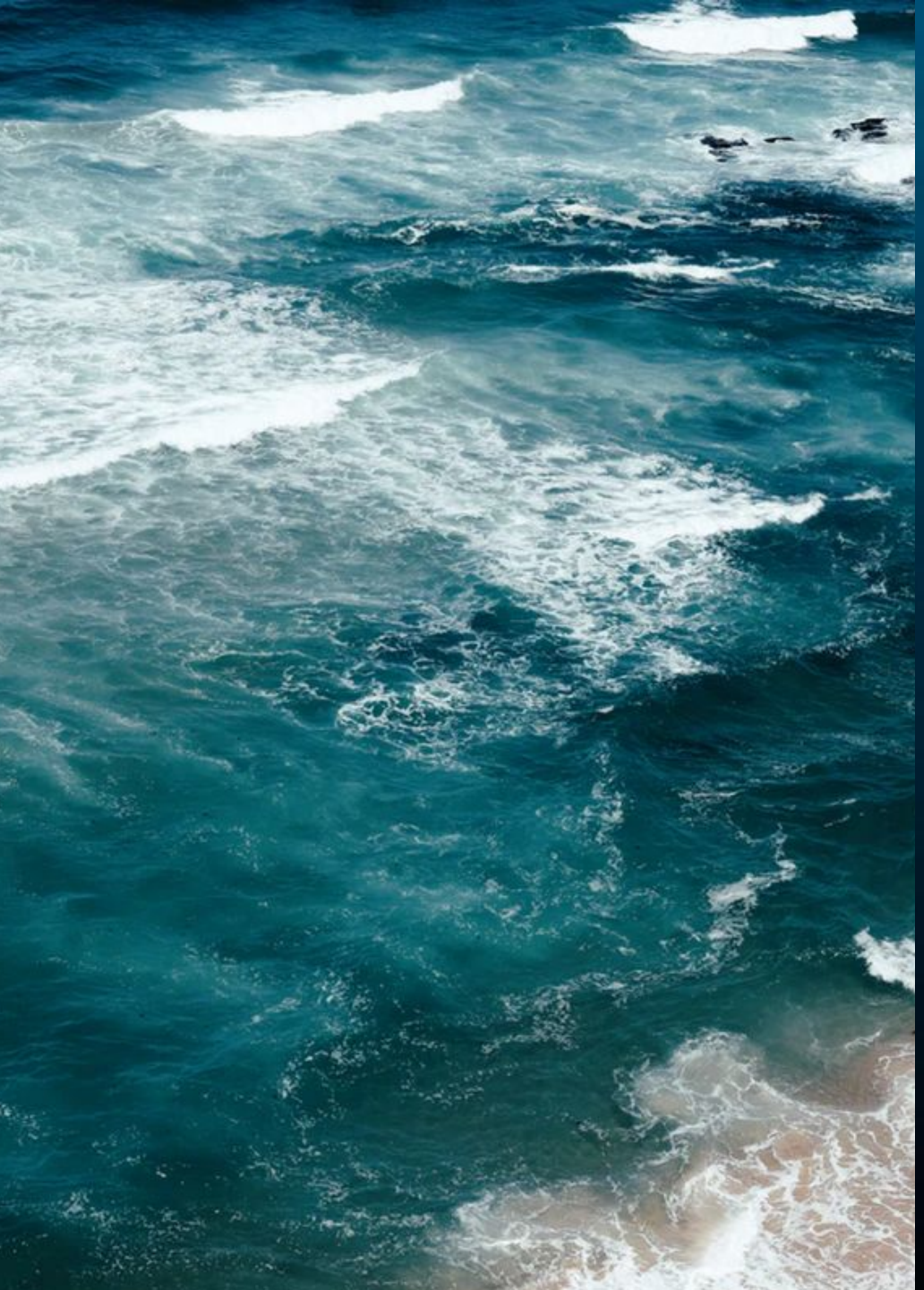


One earth-shaping, climate-influencing ocean makes the world habitable for humans. A vast diversity of ecosystems and our own survival are inextricably tied to its health, and yet, it is still largely unexplored.

WHOI Brand Transformation

“We are a **new generation of scientists**. Here… people want to **make a difference** not only by publishing in *Nature* but also by going into jobs that allow us to have **more sway in terms of policy and regulation**.”

~Jacob Forsyth, MIT-WHOI Joint Program, Physical Oceanography



Narratives

#1 Mission

We are the world's most accomplished community of independent scientists and engineers
working together to explore the ocean. Not for profit, but for the public good.
We pursue in-depth research and education that lead to new ideas for solving the problems of humanity's very survival.
We work daily from classrooms, cutting-edge laboratories, and ships at sea to understand the ocean,
building the scientific knowledge that leads to wise stewardship and sustainability.
Observation by observation. Insight by insight. With every new connection and collaboration.
We commit each day to the facts as we find them. The discoveries as we unearth them.
Here, in this place, we are free to pursue fundamental science, independent research and innovative technologies.
And apply this work to the most pressing needs and questions of the day,
from mapping the *Titanic* and measuring the impact of oil spills
to finding the secrets of life in the darkness below the dynamic seafloor.
A powerful legacy of nearly nine decades, emboldened by a greater purpose:
to inform those who govern, to educate new generations of ocean leaders, to aid those who protect our waters,
to inspire those who will solve the most challenging environmental problems of our day.
Together, we empower the people and the policies that will ensure the well-being of our planet for generations to come.

#2 Exploration

This is a new age of exploration. Not in deep space, but deep waters.
Returning from missions with new knowledge on climate, coral reefs and clean water.
Our ships are research vessels, our instruments innovative, our laboratories state-of-the-art.
Our influence is both fundamental and far-reaching,
as we advance our understanding of the earth and life on it.
Ours is a long legacy of exploration. Of pure and applied science
by world-class minds with the latest technology and robotics.
And the insatiable curiosity of the intrepid explorers of space.
While a rover looks for signs of life on Mars, we seek life at the last great frontier on earth.
We observe, measure and probe. Rigorously. And independently.
To inform governments and corporations to act,
to educate scientists and engineers to cross the boundaries of knowledge.
And to open eyes around the world to what can be learned
in the waters that lap at our shores.
Now is our age of exploration. For our planet and our future.

#3 Leadership

Out where the seas are the deepest and mysteries the greatest lies our future.
The ocean is our last unexplored, ungoverned frontier.
But even against its vastness, humankind can be a formidable force.
What happens next demands action based on scientific understanding and unvarnished truth,
for our world stands at a fork in the road.
In one direction, we watch the ocean being catastrophically altered beyond its ability to sustain us.
In the other, understanding outraces exploitation, and we help manage and protect it.
What will be the legacy of the 21st century?
Here and now, the world's most impressive collection of minds, passionately dedicated to ocean science,
engineering, education and policy, has a role to play.
For we have the credibility to present the fundamental facts of science and the unbiased truth as we uncover it.
To understand what works. To shape the future. To educate governments and corporations.
To be the catalyst for change. To live our mission and unleash new knowledge in service of society.
It is more than our responsibility. It is the defining moment of our generation.
We are Woods Hole Oceanographic Institution. And this is our time.

#4 Independence

In this purpose-driven world, we make the stand for independent research
on the earth's last great frontier: our global ocean.
We are relentlessly rigorous, free to pursue discovery. By laboratory. By submersible. By ship.
Unfettered by advocacy or politics.
Free to create new knowledge. To educate the next generation of scientists and engineers.
Free to practice fundamental science that provides the foundation for future discoveries.
Free to reach out beyond a committed circle of concerned scientists and engineers
to reach an informed public eager to support fact-based scholarship,
to learn about resilience from super reefs that survive extreme temperatures,
and about sustenance in the deep depths where life thrives without light.
We work on behalf of the oceans of the world, which means we work on behalf of humanity.
For wherever there is life, there is life dependent on the ocean,
from the water we drink to the food that sustains us to the oxygen we breathe.
We explore to understand the ocean.
Proudly. Passionately. And independently.

#5 Stewardship

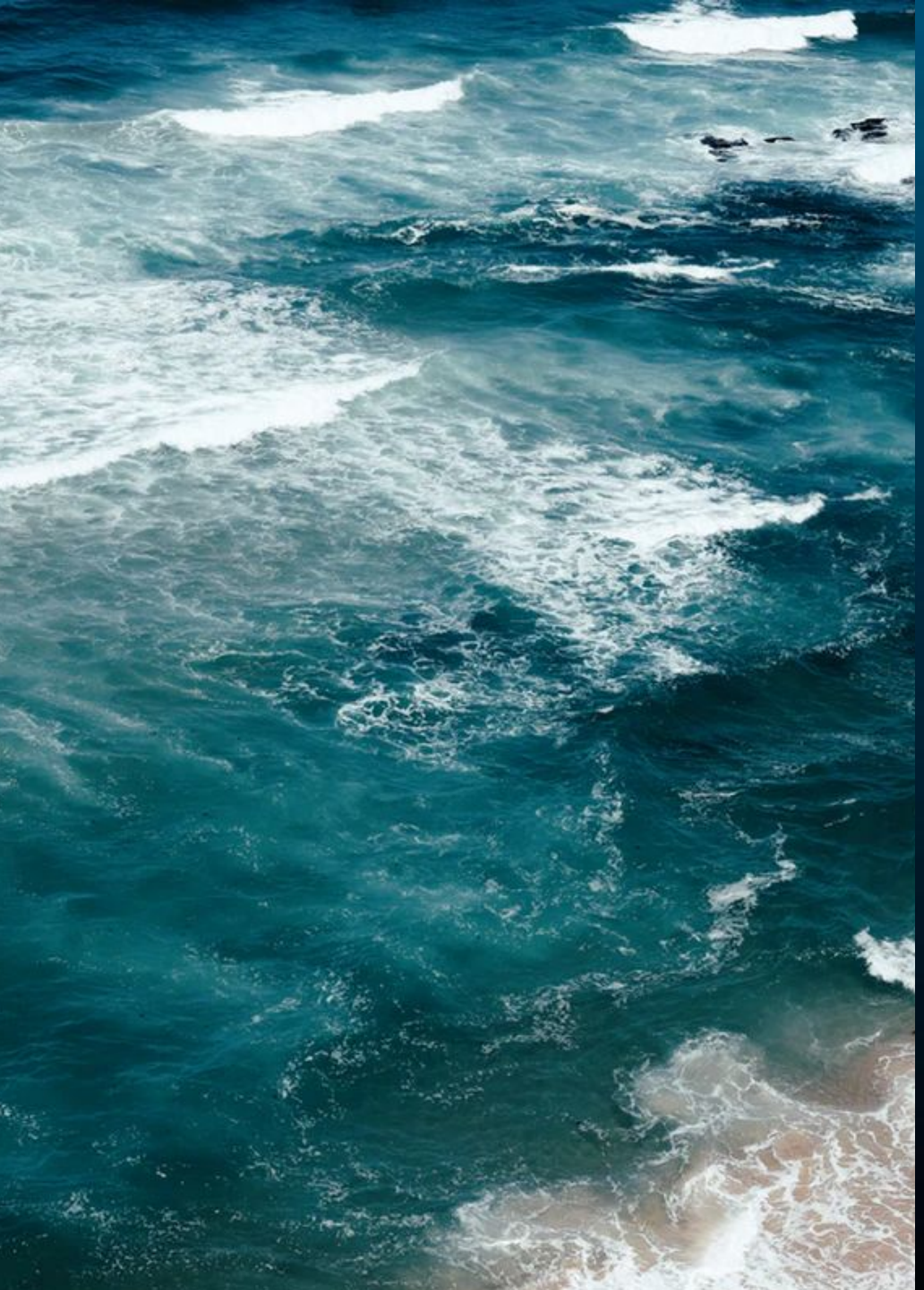
“The nation behaves well if it treats its natural resources
as assets which it must turn over to the next generation,”
declared Teddy Roosevelt.
His passion was the lands of the West. Ours is the oceans of the world.
He protected land through federal fiat. We steward the sea through independent research and education
by the finest science and engineering minds of our generation.
Research that informs those who govern. Inspires those who will continue our work.
Educates those who care what happens next on this planet.
What we preserve today we can share tomorrow: clean water, sustainable food sources,
vibrant ecosystems and healthy coral reefs.
Our commitment to stewardship is unwavering, on ships at sea and in labs on land.
We observe. We measure. We probe. We predict. With innovative technology and instrumentation.
Confident in the belief that science drives discovery. And discovery changes lives.
Together, we have but one future. On one planet. With one interconnected ocean.
Our ocean. Our planet. Our future.

#6 Education

We educate. For life.
For education is more than a legacy; it is a living promise to the future.
A torch that is lit from one mind to the next.
For more than 50 years, generations of dedicated students of ocean science and engineering
have learned to lead their fields and shape the future.
Earning degrees defined by a powerful partnership between the center of innovation and intellectual diversity that is MIT,
and the global hub of ocean science and engineering that is Woods Hole Oceanographic Institution.
This is where academia goes to work.
Where science and engineering make a difference in the world
and technology is on the front lines,
from mapping the *Titanic* to measuring the spread of radioactivity from Fukushima.
In this place—where the central text is written into the rocks and sediments of the dynamic seafloor,
the skeletons of corals, and the chemistry of the ocean—the torch is passed.
Our library of knowledge goes below the surface of things,
as together we all learn a little more each day.

#7 Technology

Technology is science in action.
When an oil spill must be measured or a trail of radioactivity traced across an ocean,
a shipwreck mapped or a species returned from the brink of extinction,
Woods Hole Oceanographic Institution is the trusted responder.
Together, technology, science and engineering drive new possibilities for the ocean
as we observe, measure, sense, probe, analyze, tag, transmit, photograph and record.
If the technology for the job doesn't exist, we invent it.
If a measurement isn't possible, we develop the technology:
sensors, buoys, platforms, submersibles—both human-occupied and autonomous.
Collecting precise, accurate and real-time information
in the world's hardest-to-reach places.
Expanding our understanding of the world. So we can act on the facts as we find them.
Transforming oceanography from pure study to one with an active purpose:
to help preserve the oceans that sustain human life.
For our oceans. Our planet. Our future.



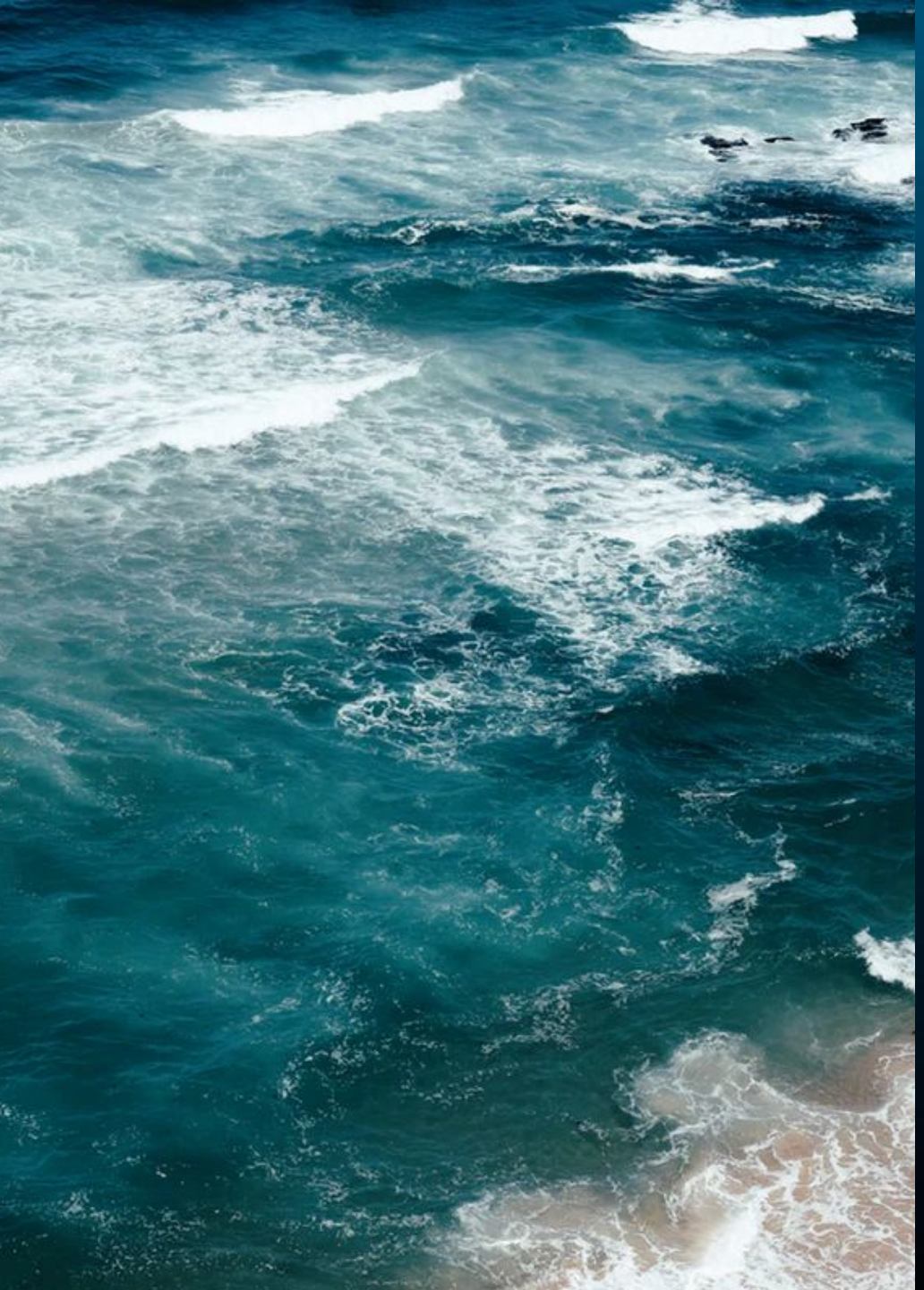
Competitor Positionings

Competitor Mission Statements

Scripps	Marine Biological Laboratory MBL	Monterey Bay Aquarium Research Institute (MBARI)	Lamont-Doherty Earth Observatory	Graduate School of Oceanography at URI	Centre for Maritime Research & Experimentation (CMRE)	Schmidt Ocean Institute	Bermuda Institute of Ocean Sciences (BIOS)
"The Scripps mission is to seek, teach, and communicate scientific understanding of the oceans, atmosphere, Earth, and other planets for the benefit of society and the environment."	The MBL was founded as *The Convening Place.* A summer institution with a dual mission: research and education. From its inception, the MBL has been committed to not just educating groups of scientists, but to providing a place and resources for community members and the public to engage with scientific study.	"The mission of MBARI is to achieve and maintain a position as a world center for advanced research and education in ocean science and technology, and to do so through the development of better instruments, systems, and methods for scientific research in the deep waters of the ocean. MBARI emphasizes the peer relationship between engineers and scientists as a basic principle of its operation. All of the activities of MBARI must be characterized by excellence, innovation, and vision."	"Lamont-Doherty Earth Observatory seeks fundamental knowledge about the origin, evolution and future of the natural world. Its scientists study the planet from its deepest interior to the outer reaches of its atmosphere, on every continent and in every ocean, providing a rational basis for the difficult choices facing humanity."	"As one of the nation's premier academic oceanographic institutions, the University of RI's Graduate School of Oceanography educates marine scientists, students, policymakers, business leaders and citizens and helps develop the knowledge and skills necessary to address present and future marine challenges. This mission is accomplished through an integrated program of research, education and public outreach. Field and ship-based observations, including time-series studies coupled with laboratory work and modeling, provide a comprehensive approach to studying coastal and blue water oceans throughout the world."	"Directed by Dr Catherine Warner, the Centre for Maritime Research and Experimentation (CMRE) is an established, world-class scientific research and experimentation facility that organizes and conducts scientific research and technology development, centered on the maritime domain, delivering innovative and field tested Science & Technology (S&T) solutions to address defense and security needs of the Alliance."	"Our Mission: We combine advanced science with state-of-the-art technology to achieve lasting results in ocean research, to catalyze sharing of the information, and to communicate this knowledge to audiences around the world. We foster a deeper understanding of our environment."	"BIOS's mission is to seek and share fundamental knowledge of the oceans through state-of-the-art scientific research, world-class field expeditions and comprehensive educational experiences."

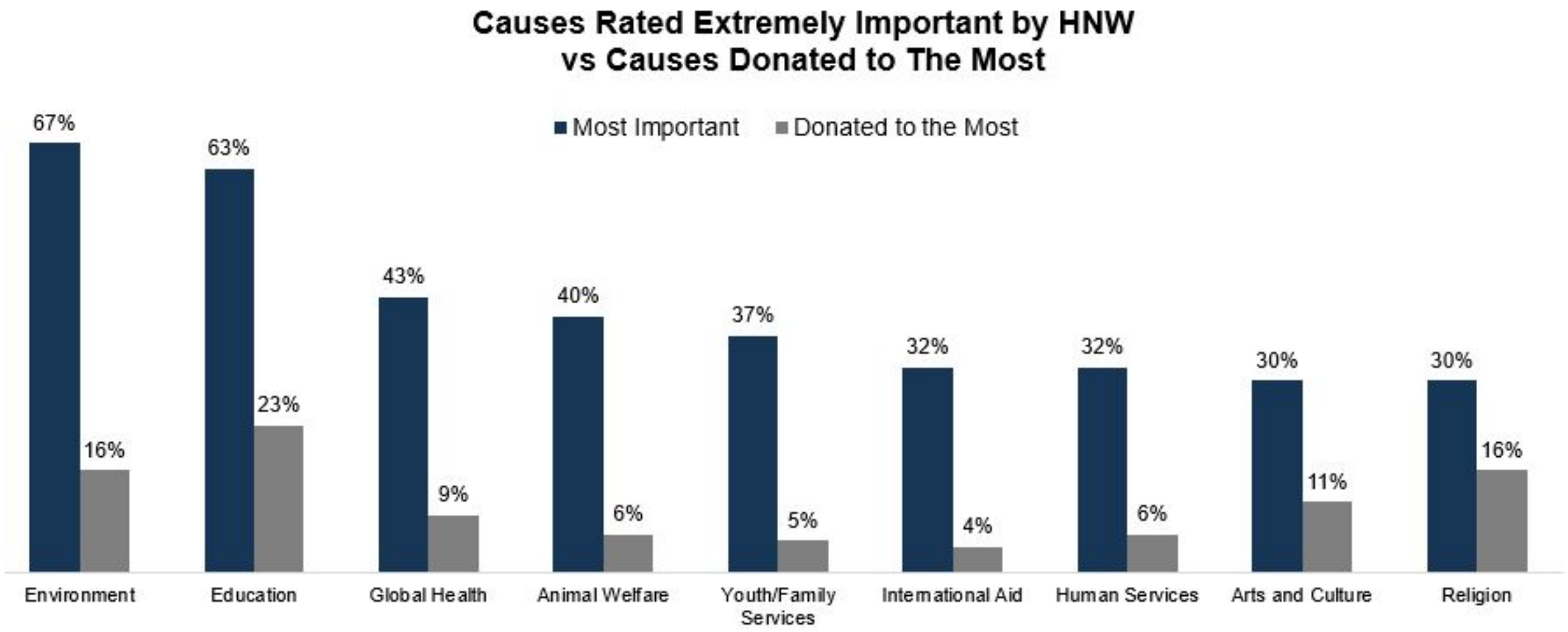
Competitor Positioning Statements

Scripps	Marine Biological Laboratory MBL	Monterey Bay Aquarium Research Institute (MBARI)	Lamont-Doherty Earth Observatory	Graduate School of Oceanography at URI	Centre for Maritime Research & Experimentation (CMRE)	Schmidt Ocean Institute	Bermuda Institute of Ocean Sciences (BIOS)
Founded in 1903, we are dedicated to understanding and protecting the planet.	Dedicated to scientific discovery – exploring fundamental biology, understanding biodiversity and the environment, and informing the human condition through research and education.	Furthering marine research through the peer efforts of scientists and engineers.	Lamont-Doherty Earth Observatory seeks fundamental knowledge about the origin, evolution and future of the natural world.	URI's Graduate School of Oceanography is one of the world's premier academic institutions of oceanography and ocean exploration.	World-class scientific research and experimentation facility that organizes and conducts scientific research and technology development, centred on the maritime domain, delivering innovative and field tested Science & Technology (S&T) solutions to address defence and security needs of the Alliance.	Schmidt Ocean Institute works to advance the frontiers of global marine research by providing state of the art operational, technological, and informational support to the pioneering ocean science and technology development projects at sea.	BIOS is an independent US non-profit scientific research and educational organization based in Bermuda. For over 100 years BIOS-based researchers and visiting scientists have worked to explore the ocean and address important local and global environmental issues.



Backup

Takeaway #1: Environment tops the list of causes that matter the most to HNW audiences…but education outperforms on donations



Q11. How important are the following causes to you personally? 1-to-5-point scale where "1" means "not at all important" and "5" means "extremely important."
Q13. Which cause have you donated the most amount of money to?

Takeaway #2: Within the environment…water, ocean and pollution issues are most important with little difference by segment

Important Environmental Issues	HNW	WHOI DONOR	WHOI PROSPECT	ENV DONOR
Base	80	116	126	255
Clean drinking water	88%	88%	**94%**	**90%**
Protecting our oceans	85%	**97%**	**96%**	81%
Ocean pollution	83%	94%	**97%**	83%
Air pollution	79%	83%	87%	82%
Sources of renewable energy	77%	78%	87%	76%
Protecting our forests	76%	82%	83%	77%
Wildlife extinction	76%	81%	86%	81%
Marine life extinction	74%	86%	**90%**	73%
Deforestation	72%	78%	85%	73%
Global warming/climate change	70%	**90%**	87%	78%
Natural disasters	66%	55%	61%	74%
Fracking	52%	57%	58%	49%

Q15. Are the following environmental issues important to you?

Takeaway #3: Across political groups, there is more common ground on water, ocean and pollution issues than climate change and global warming

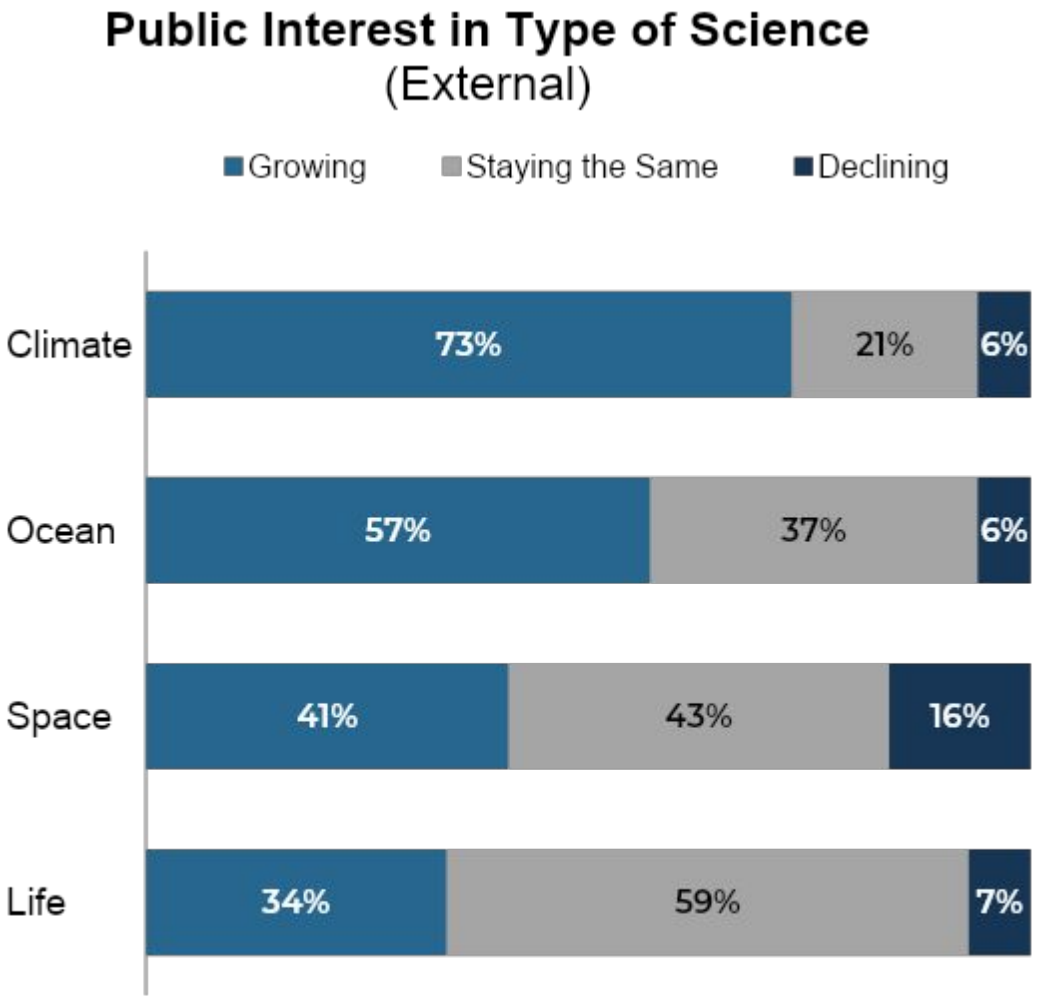
Important Environmental Issues	DEM	IND	REP
Base	229	176	165
Clean drinking water	**93%**	89%	92%
Protecting our oceans	86%	83%	79%
Ocean pollution	87%	88%	81%
Air pollution	88%	82%	75%
Sources of renewable energy	84%	79%	65%
Protecting our forests	86%	79%	75%
Wildlife extinction	86%	78%	75%
Marine life extinction	76%	78%	69%
Deforestation	78%	75%	58%
Global warming/climate change	87%	77%	**56%**
Natural disasters	75%	64%	71%
Fracking	60%	49%	**30%**

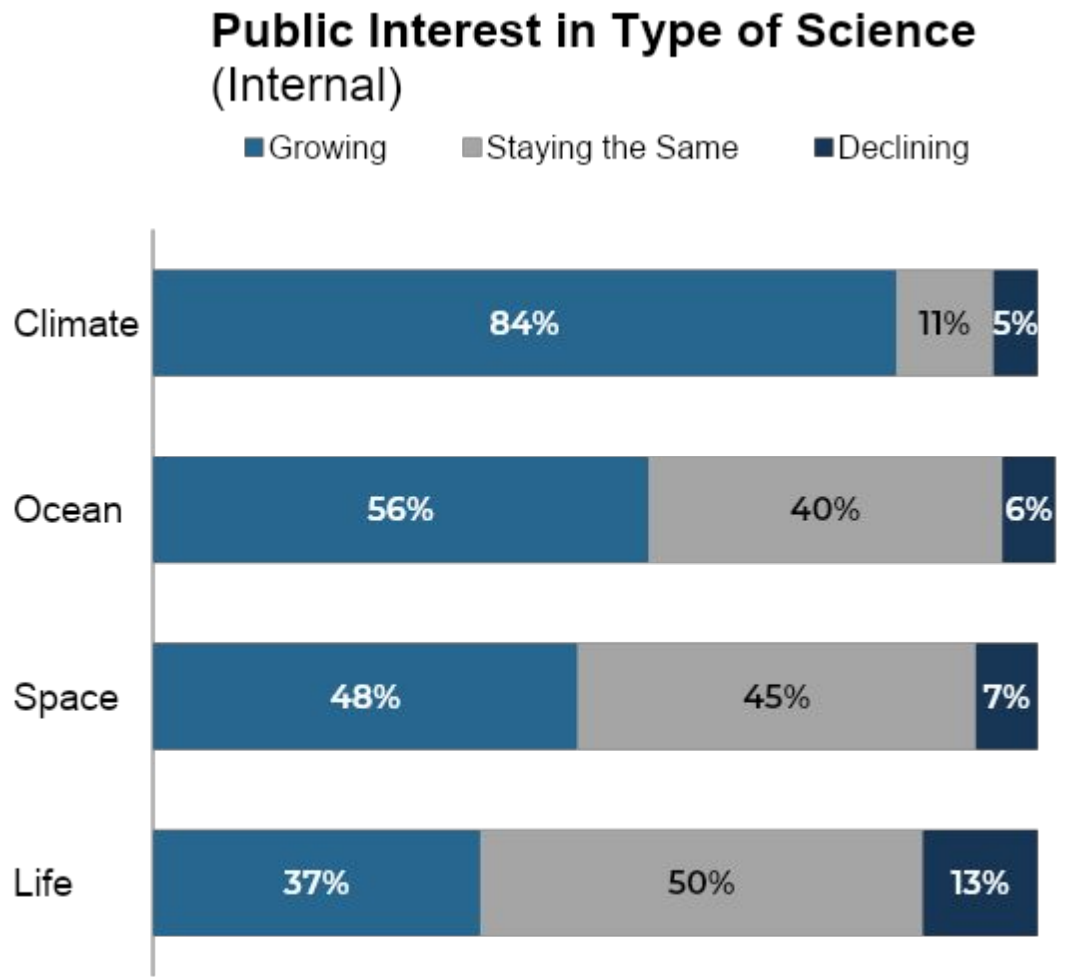
Common Ground

Dissent

Q15. Are the following environmental issues important to you?

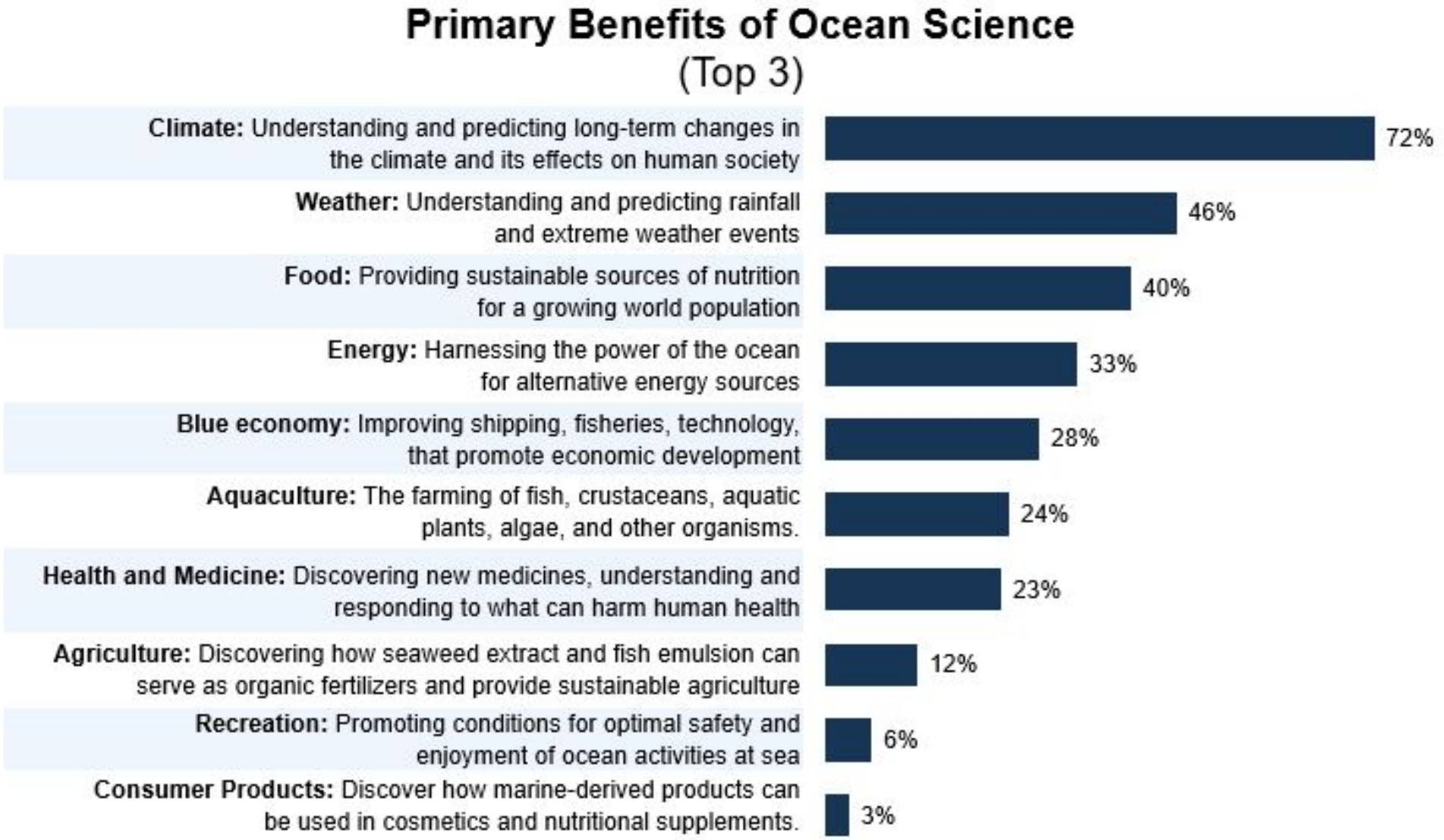
Takeaway #4: Many believe public interest in Ocean Science is growing… trailing only Climate Science





External Q16. For each of the following areas of science, please indicate if you think public interest is growing, staying the same or declining.
Internal Q10. for each of the following areas of science, please indicate if you think public interest is growing, staying the same or declining.

Takeaway #5: At a high level, people understand the primary benefits of Ocean Science



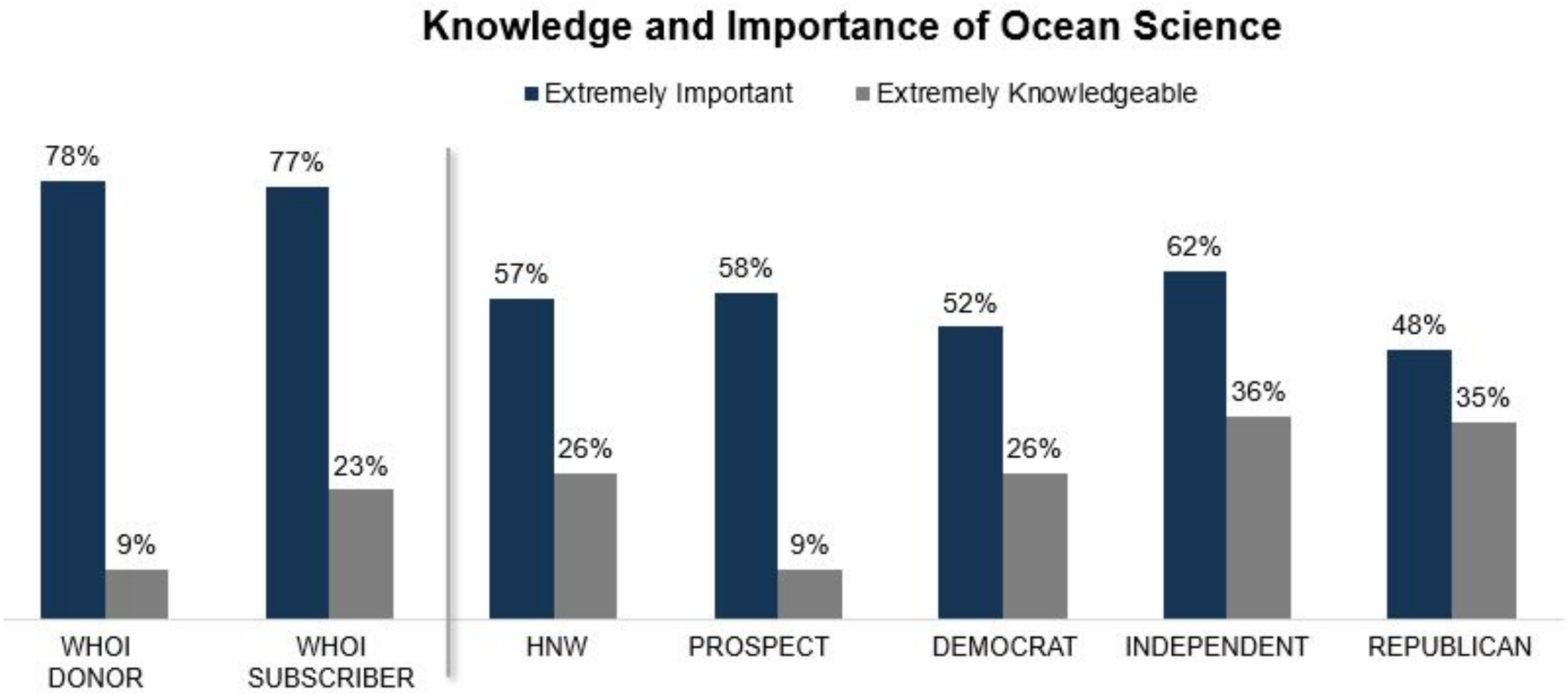
Q25. What do you see as the TOP 3 benefits of ocean science/oceanography? (Select your top 3)

Takeaway #6: Across all segments…people care a lot about the ocean and want to take action

	WHOI DONOR	WHOI SUBSCRIBER	HNW	PROSPECT	DEM	IND	REP
Care a lot about what happens to the ocean (Top 3 Box)	98%	98%	90%	93%	90%	89%	86%
Feelings about issues facing the ocean							
Want to take action	60%	64%	54%	58%	50%	47%	50%
Concerned for future generations	45%	39%	49%	37%	39%	45%	48%
Pessimistic	30%	30%	35%	20%	26%	22%	12%
Sad	39%	45%	34%	47%	48%	48%	44%
Optimistic	21%	30%	32%	25%	17%	23%	34%
Afraid	29%	27%	24%	33%	34%	30%	22%
Angry	40%	33%	21%	29%	30%	28%	24%

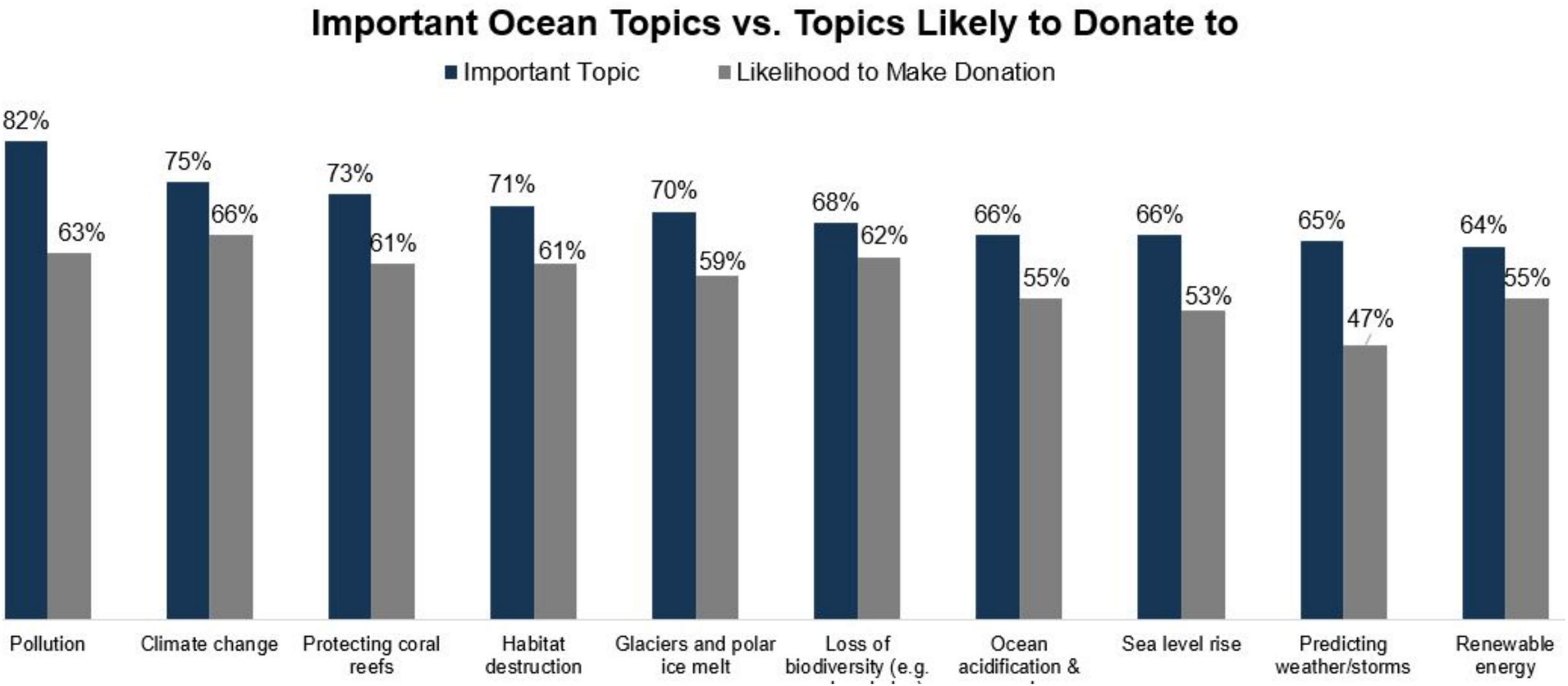
Q19a. How much do you care about what happens to the ocean?
Q20. Which of the following phrases, best describes how you feel about the issues facing the ocean? Please select only the top 3 issues.

Takeaway #7: Beyond current WHOI supporters, many believe in the importance of Ocean Science (but they do not claim to be very knowledgeable)



Q24. How important do you feel ocean science / oceanography is?
Q23. How knowledgeable are you about ocean science, also called oceanography?

Takeaway #8: At a granular level…every topic is important (likely based on poor knowledge)



Q26. Are the following ocean topics important to you?

Takeaway #9: WHOI has high awareness among Ocean Science brands (trails only Nature Conservancy and MIT)

Aided Awareness of Ocean Organizations	HNW	PROSPECT	DEM	IND	REP
Base	82	255	229	176	165
Nature Conservancy	79%	69%	61%	56%	50%
Massachusetts Institute of Technology	62%	44%	46%	44%	36%
Woods Hole Oceanographic Institution	**49%**	**23%**	**24%**	**27%**	**18%**
Monterey Bay Aquarium Research Institute (MBARI)	48%	31%	28%	35%	25%
Ocean Conservancy	45%	63%	46%	49%	44%
Scripps Institution of Oceanography	45%	29%	27%	26%	25%
National Resource Defense Council (NRDC)	33%	18%	17%*	16%*	8%*
OCEANA	27%	47%	39%	38%	42%
Marine Biological Laboratory (MBL)	21%	35%	24%	23%	26%
Lamont-Doherty Earth Observatory	17%	5%	4%*	6%*	6%*
Conservation International	15%	19%	15%*	10%*	17%*

Q29. Which, if any, of the following organizations focused on ocean science /oceanography have you heard of? Please select any organizations you may have mentioned previously. (Select all that apply)

Takeaway #10: Audiences differ on what Ocean Science organizations should focus on with external groups rating protecting and conserving the oceans as a top priority

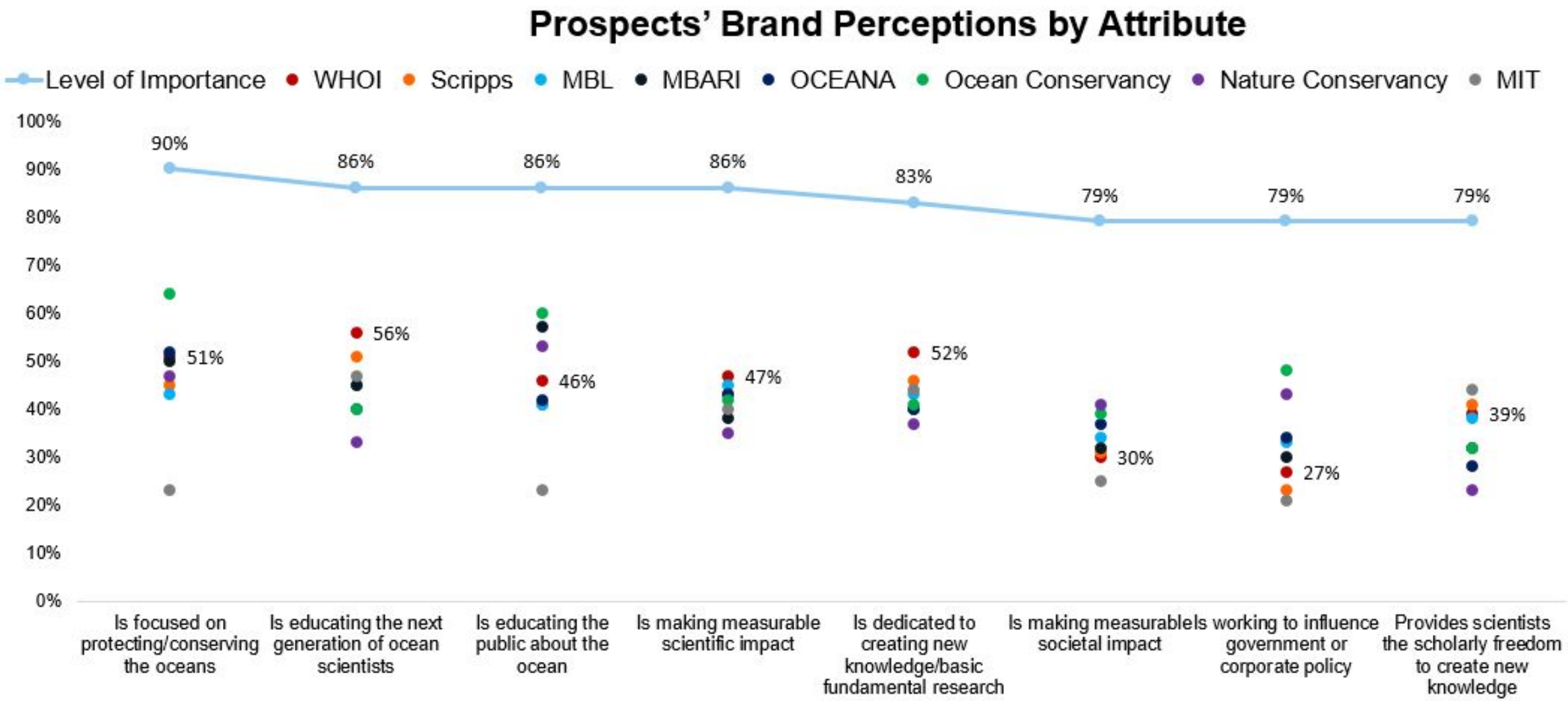
Attribute Importance When Donating (Top Two Box)

	EXTERNAL
1. Is focused on protecting/conserving the oceans	91%
2. Is educating the next generation of ocean scientists	85%
3. Is educating the public about the ocean	85%
4. Is making measurable scientific impact	85%
5. Is dedicated to creating new knowledge/basic fundamental research	81%

	INTERNAL
1. Is making measurable scientific impact	98%
2. Provides scientists the scholarly freedom to create new knowledge	93%
3. State-of-the-art facilities/labs	91%
4. Is dedicated to creating new knowledge/basic fundamental research	90%
5. World-class engineers	89%
↓	
12. Is focused on protecting/conserving the oceans	73%

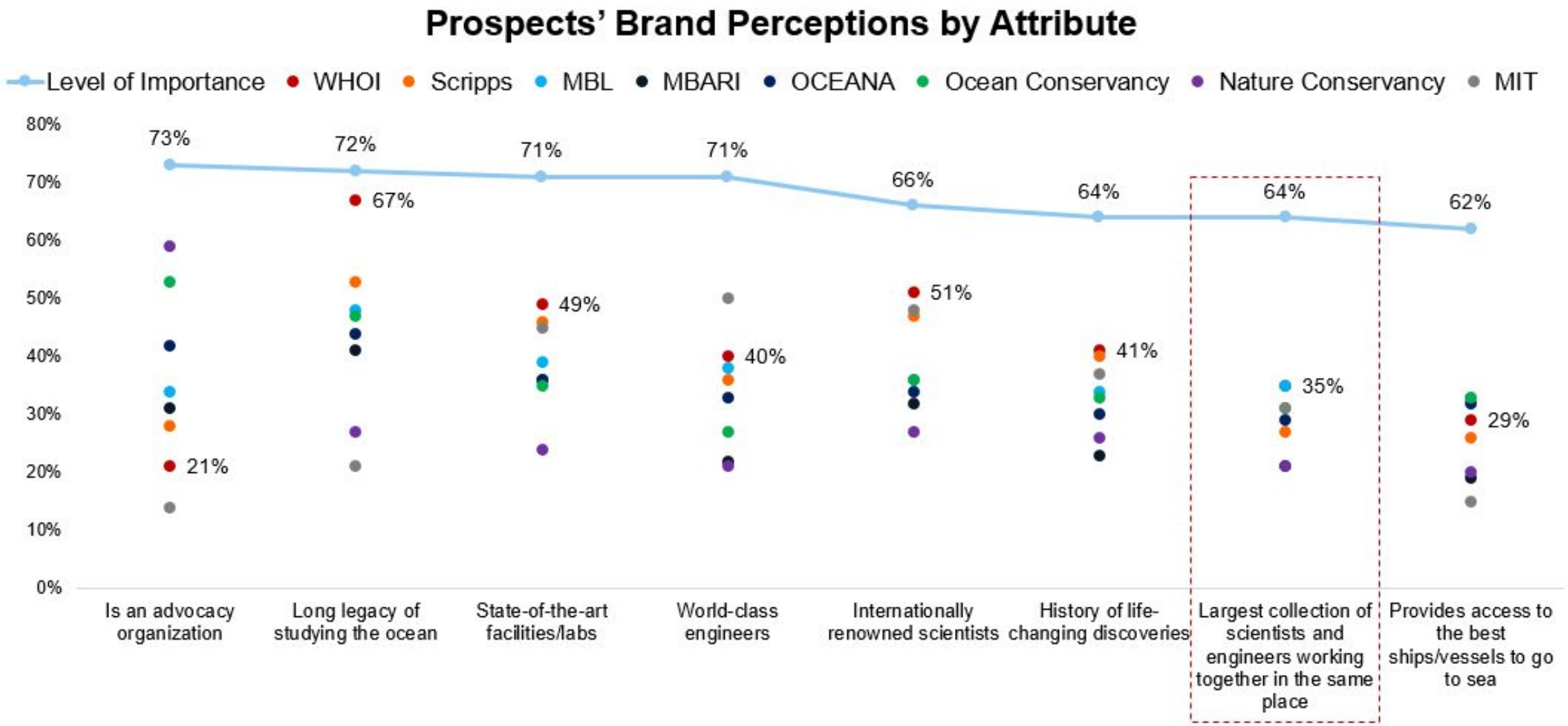
External Q32a. How important is it to you that an organization focused on ocean science /oceanography does the following?
Internal Q22a. How important is it to you that an organization focused on ocean science / oceanography does the following?
Please use a 1-to-5-point scale where 1 means “not at all important” and 5 means “extremely important.” (Select one per row)

Takeaway #11: No one has differentiated themselves in the category on any attribute…very rare



Q32b. Which of the following statements would you use to describe the following oceanographic institutes below? (Select all that apply for each row)

Takeaway #11: Institutions with 1/10th staff have matched WHOI perceptions on having the largest collection of scientists and engineers



Q32b. Which of the following statements would you use to describe the following oceanographic institutes below? (Select all that apply for each row)

Takeaway #12: Likelihood to donate to lesser scientific/more media friendly brands is higher (more relevant) than WHOI

Likelihood to Donate in Next 12 Months (Top Two Box)	HNW	PROSPECT	DEM	IND	REP
Nature Conservancy	78%	76%	67%	71%	55%
Marine Biological Laboratory (MBL)	71%	70%	64%	70%	47%
Ocean Conservancy	70%	77%	64%	60%	67%
OCEANA	68%	64%	53%	40%	50%
National Resource Defense Council (NRDC)	59%	73%	68%	57%	57%
Monterey Bay Aquarium Research Institute (MBARI)	54%	61%	48%	39%	52%
Scripps Institution of Oceanography	32%	45%	36%	33%	39%
Woods Hole Oceanographic Institution	**20%**	**45%**	**24%**	**36%**	**38%**
Massachusetts Institute of Technology	20%	29%	21%	22%	19%

Note: Low base sizes… use directionally

Q31. How likely are you to make a monetary donation to each of the following organizations focused on ocean science /oceanography in the next 12 months? Please use a 1-to-5-point scale where 1 means “not at all likely” and 5 means “extremely likely.” (Select one per row)

Takeaway #13: Expand the scope and scale of media coverage to reach both HNW and current donors

New & Info Favorites	WHOI DONOR	WHOI SUBSCRIBER	↓ HNW	PROSPECT	DEM	IND	REP
New York Times	**41%**	**36%**	**35%**	**26%**	**33%**	20%	10%
CNN	**26%**	23%	**30%**	**37%**	**45%**	**25%**	**26%**
Wall Street Journal	21%	11%	**26%**	11%	10%	15%	13%
Fox News	13%	10%	23%	**24%**	9%	18%	**54%**
BBC News	25%	**27%**	20%	15%	14%	**23%**	10%
Weather.com	11%	9%	20%	16%	10%	19%	**25%**
NPR	**42%**	**45%**	18%	16%	22%	19%	5%
Washington Post	21%	12%	17%	20%	**23%**	17%	4%
Facebook	3%	8%	15%	16%	15%	23%	21%
USA Today	2%	6%	10%	16%	15%	8%	13%
Bloomberg	8%	2%	9%	5%	2%	7%	4%

D3. Of the following, which three are your favorite for general news and information? (Select up to three)

Takeaway #14: Need to become more relevant to a younger HNW donor base outside the Northeast

CURRENT DONOR PROFILE

- WHOI donors are evenly split between male and female
- 61% are retired with the average age of 67.5
- 72% live in the Northeast
- 45% are Independents

GENDER	WHOI DONOR	HNW
Male	56%	**71%**
Female	44%	29%

AGE	WHOI DONOR	HNW
25 to 44	5%	29%
45 to 64	23%	27%
65+ years old	**71%**	44%
MEAN	**67.5**	57.5

EMPLOYMENT	WHOI DONOR	HNW
Work full time	26%	**56%**
Retired	**61%**	33%
Work part time	13%	6%
Unemployed	0%	4%
Student	0%	0%

REGION	WHOI DONOR	HNW
South	11%	29%
West	12%	29%
Northeast	**72%**	26%
Midwest	3%	16%
Outside the USA	3%	0%

POLITICAL AFFILIATION	WHOI DONOR	HNW
Independent	45%	35%
Democrat	35%	34%
Republican	11%	30%
Prefer not to answer	9%	0%

Takeaway #15: Inside and outside people select positioning statements that deliver a benefit. The connection between ocean: planet

Overall Positioning Statement Preference	EXTERNAL	INTERNAL
Base	840	131
Our ocean. Our planet. Our future.	36%	34%
Understanding the ocean. For our planet and our future.	22%	35%
Saving the world starts with our ocean.	22%	8%
There is no planet B.	19%	3%
Understanding our ocean is the key to protecting it.	16%	17%
Explore. Understand. Educate.	15%	30%
Advancing technology, accelerating science to sustain the ocean.	14%	9%
Life changing discoveries that drive new industries, unlock medical breakthroughs and feed a hungry planet.	13%	2%
Earth's last unexplored frontier.	12%	8%
Discover. Invent. Protect.	11%	8%

EXTERNAL Q38a. Which of the following statements would increase your likelihood to support an organization focused on ocean science? (Top 3)
INTERNAL Q23. Which three of the following statements do you feel are the best way to describe Woods Hole Oceanographic Institution? (Top 3)

…Lines focused on pure exploration or science are not likely to increase support for WHOI

Overall Positioning Statement Preference	EXTERNAL	INTERNAL
Base	840	131
Take a breath, thank the ocean.	10%	12%
Advancing knowledge. Expanding understanding. Educating scientists.	9%	15%
Solutions depend on science.	9%	9%
Driving discovery and expanding knowledge of our ocean.	8%	**23%**
A powerful partnership of science and technology.	7%	**21%**
The most **amazing undiscovered things** on earth are found in the ocean.	7%	6%
The leading source of scientific truth on the ocean.	6%	16%
To share the power and **wonder of the ocean**.	5%	8%
Scholarly freedom, societal impact.	4%	2%
Unrivaled breadth, limitless depth in ocean science and technology.	4%	10%
Our **awe-inspiring ocean** that is brimming with possibilities.	3%	2%

EXTERNAL Q38a. Which of the following statements would increase your likelihood to support an organization focused on ocean science? (Top 3)
INTERNAL Q23. Which three of the following statements do you feel are the best way to describe Woods Hole Oceanographic Institution? (Top 3)

Takeaway #16: People believe governments and corporations are the most realistic way to protect the ocean (4x individuals)

Ocean Responsibility	HNW	WHOI DONOR	WHOI SUBSCRIBER	PROSPECT	DEM	IND	REP
Base	82	118	132	255	229	176	165
National Governments	33%	32%	28%	22%	24%	27%	21%
Businesses/Corporations	17%	17%	18%	18%	17%	18%	17%
International bodies (e.g. United Nations)	15%	15%	15%	15%	14%	12%	17%
Individuals	13%	14%	15%	19%	17%	18%	21%
Oceanographic Organizations/Institutes	12%	13%	13%	15%	16%	14%	13%
State Governments	10%	10%	11%	12%	12%	11%	11%

Protecting the Ocean	HNW	WHOI DONOR	WHOI SUBSCRIBER	PROSPECT	DEM	IND	REP
Top Down International treaty/multi-national government approach/corporations	78%	69%	64%	61%	70%	64%	**56%**
Bottom Up Individuals and general public lead approach	22%	31%	36%	39%	30%	36%	**44%**

Q21. Whose responsibility is it to take care of the ocean? Please allocate 100 points to each of the following in terms of their percent of responsibility to take care of the ocean. (Sum must add up to 100)
Q22. What is the most realistic way to protect the ocean (Select one).

Takeaway #17: Internally, WHOI employees are even stronger believers that government entities are the most realistic way to protect the ocean

Ocean Responsibility	INTERNAL	HNW
Base	131	82
National Governments	34%	33%
Businesses/Corporations	13%	17%
International bodies (e.g. United Nations)	20%	15%
Individuals	16%	13%
Oceanographic Organizations/Institutes	8%	12%
State Governments	10%	10%

Protecting the Ocean	INTERNAL	HNW
Top Down International treaty/multi-national government approach/corporations	76%	78%
Bottom Up Individuals and general public lead approach	24%	22%

Q21. Whose responsibility is it to take care of the ocean? Please allocate 100 points to each of the following in terms of their percent of responsibility to take care of the ocean. (Sum must add up to 100)
Q22. What is the most realistic way to protect the ocean (Select one).

Takeaway #18: Scientific research that informs government/corporate policies most likely attribute to drive increased contribution

Area to Most Likely Increase Contribution

	EXTERNAL	INTERNAL
Base	840	131
Scientific research that provides facts to inform government/corporate environmental policies	**32%**	24%
Unrestricted gifts	23%	15%
Pure scientific research that provides the critical foundation for future discoveries	17%	**32%**
Pure exploration of the unknown, awe-inspiring parts of the ocean	7%	6%
Innovative technology, equipment, and vessels	7%	12%
Specific expeditions/missions to the deep sea	6%	2%
Scholarships for the next generation of scientists	5%	9%

Q54. Which ONE of the following is the most important area to fund with a donation to Woods Hole Oceanographic Institution? (Select one)
Q24. Which ONE of the following is the most important area to fund to Woods Hole Oceanographic Institution? (Select one)

Takeaway #19: WHOI owns some great characteristics… but if informing governments is a path to change need to also own "independent", "conversation-starter" + "convener"

	WHOI CHARACTERISTICS	EXTERNAL	INTERNAL
1	Exploration	**74%**	**80%**
2	Discovery	**62%**	71%
3	Intelligent	**61%**	70%
4	Fact-based	59%	65%
5	Important	59%	58%
6	Innovative	58%	**78%**
7	Credible	56%	**75%**
8	Leader	54%	70%
9	Knowledge-creator	53%	50%
10	Cutting edge	51%	60%
11	Collaborative	48%	65%
12	Future-oriented	48%	27%
13	Passionate	47%	60%
14	Influential	46%	47%
15	Authentic	44%	35%
16	Inventive	43%	66%
17	Independent	41%	60%
18	Adventurous	40%	47%
19	Solutions-oriented	39%	30%
20	Brilliant	37%	31%

	WHOI CHARACTERISTICS	EXTERNAL	INTERNAL
21	Unbiased	34%	39%
22	Engaging	31%	31%
23	Eye-opening	29%	30%
24	Energetic	27%	39%
25	Apolitical	25%	21%
26	Bold	25%	33%
27	Diverse	25%	22%
28	Optimistic	24%	22%
29	Courageous	23%	23%
30	Cool	22%	40%
31	Wonderous	21%	20%
32	Conversation-starter	19%	31%
33	Wow	18%	22%
34	Private	13%	37%
35	Entrepreneurial	11%	35%
36	Conservative	8%	10%
37	**Convener**	**7%**	**8%**
38	Liberal	6%	20%
39	Ivory tower	4%	18%
40	Stodgy	3%	11%

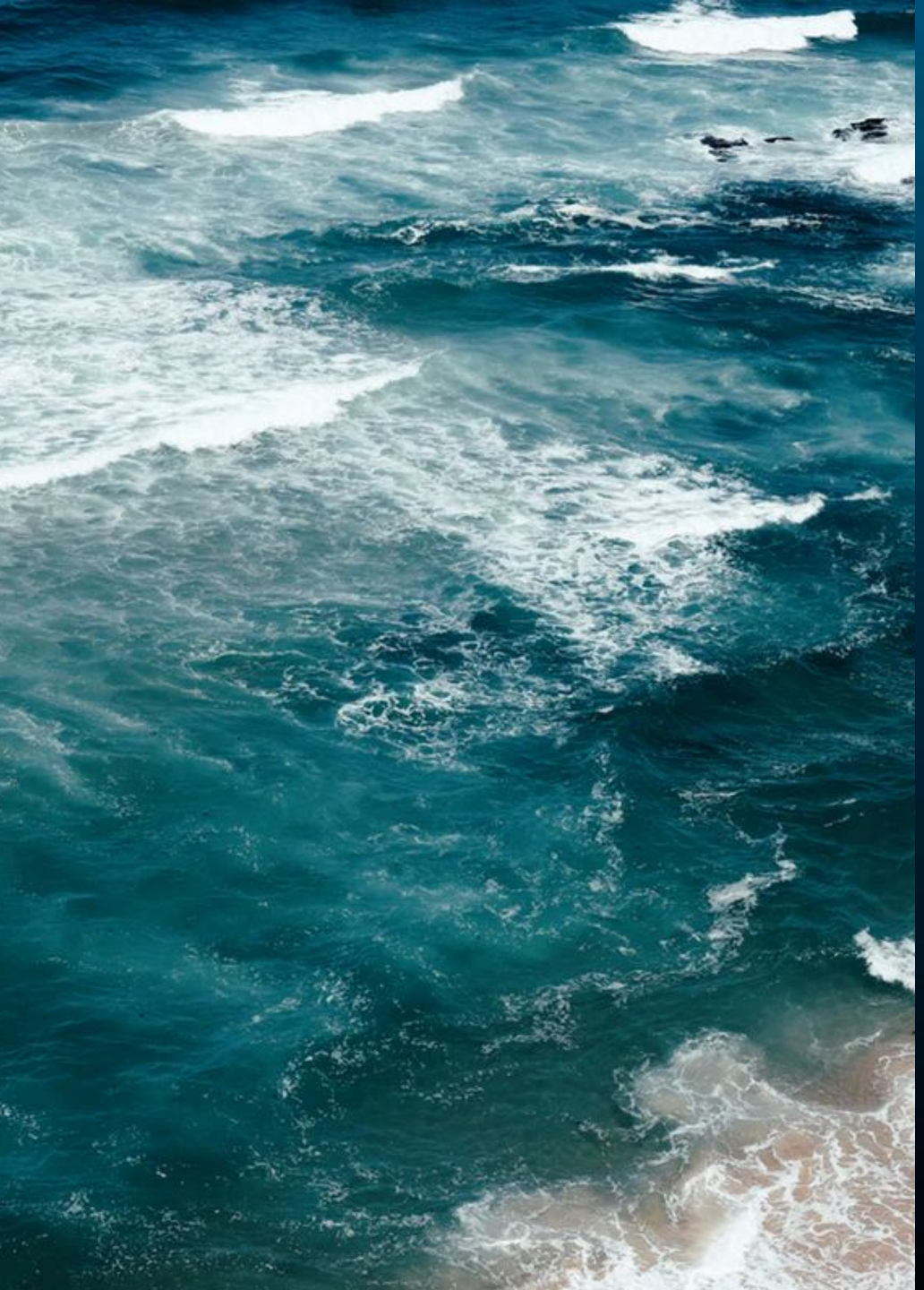
Q43. Which, if any, of the following words/phrases would you use to describe the Woods Hole Oceanographic Institution?
Q19. Which, if any, of the following words/phrases do you associate with Woods Hole Oceanographic Institution? (Select all that apply)

Takeaway #20: There is a place where you can be independent and enable enlightened policy with unbiased research…an important distinction to advocacy

Attribute Importance When Donating (Top Two Box)	EXTERNAL	INTERNAL
Is focused on protecting/conserving the oceans	91%	73%
Is educating the next generation of ocean scientists	85%	86%
Is educating the public about the ocean	85%	87%

Area to Most Likely Increase Contribution	EXTERNAL	INTERNAL
Scientific research that provides facts to inform government/corporate environmental policies	**32%**	24%
Pure scientific research that provides the critical foundation for future discoveries	17%	**32%**

EXTERNAL Q54. Which ONE of the following is the most important area to fund with a donation to Woods Hole Oceanographic Institution? (Select one)
INTERNAL Q24. Which ONE of the following is the most important area to fund to Woods Hole Oceanographic Institution? (Select one)
External Q32a. How important is it to you that an organization focused on ocean science /oceanography does the following?
Internal Q22a. How important is it to you that an organization focused on ocean science / oceanography does the following?
Please use a 1-to-5-point scale where 1 means “not at all important” and 5 means “extremely important.” (Select one per row)



Thank you