



# **Oysters Australia Covid-19 impact and tactical response Draft territories for discussion**

18 May 2020

**Brand.Council**

# About Brand Council

Brand Council is an independent strategic consultancy with a depth of experience in diagnostic research, business strategy, brand transformation and cultural change.

Our experience spans a diverse range of assignments across sectors and markets for some of Australia's and the world's premier brands.

# Our clients



# The brief

# Summary of the project brief

Before we start any project we like to ask the following questions. Clarity at initiation insures the project delivers what is required in a way that is most effective.

1

What is the primary objective?

To keep the Australian Oyster industry alive during the COVID-19 via new forms of demand and distribution.

2

What is the key measure of success?

A clear positioning for Australian Oysters that will build in the long term.

A set of tactical activities that Australian Oysters could do in order to raise the profile of the industry and drive demand for Oyster consumption at home.

3

What is the ideal timeline?

The overarching strategy and approximately 4 or 5 tactical options to be developed within 2 weeks.

4

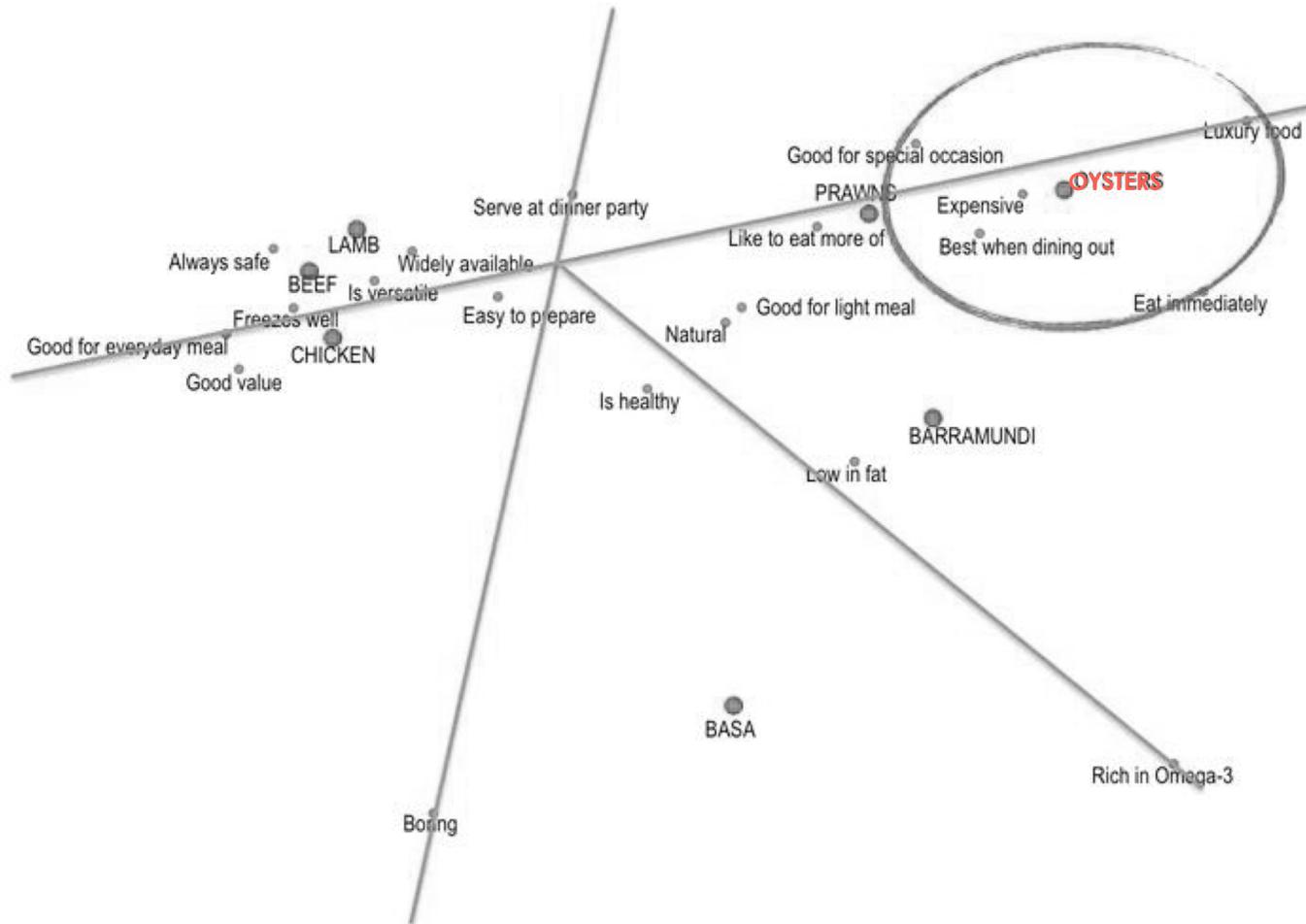
Who are the project owners?

Len Stephens  
Andy Myers



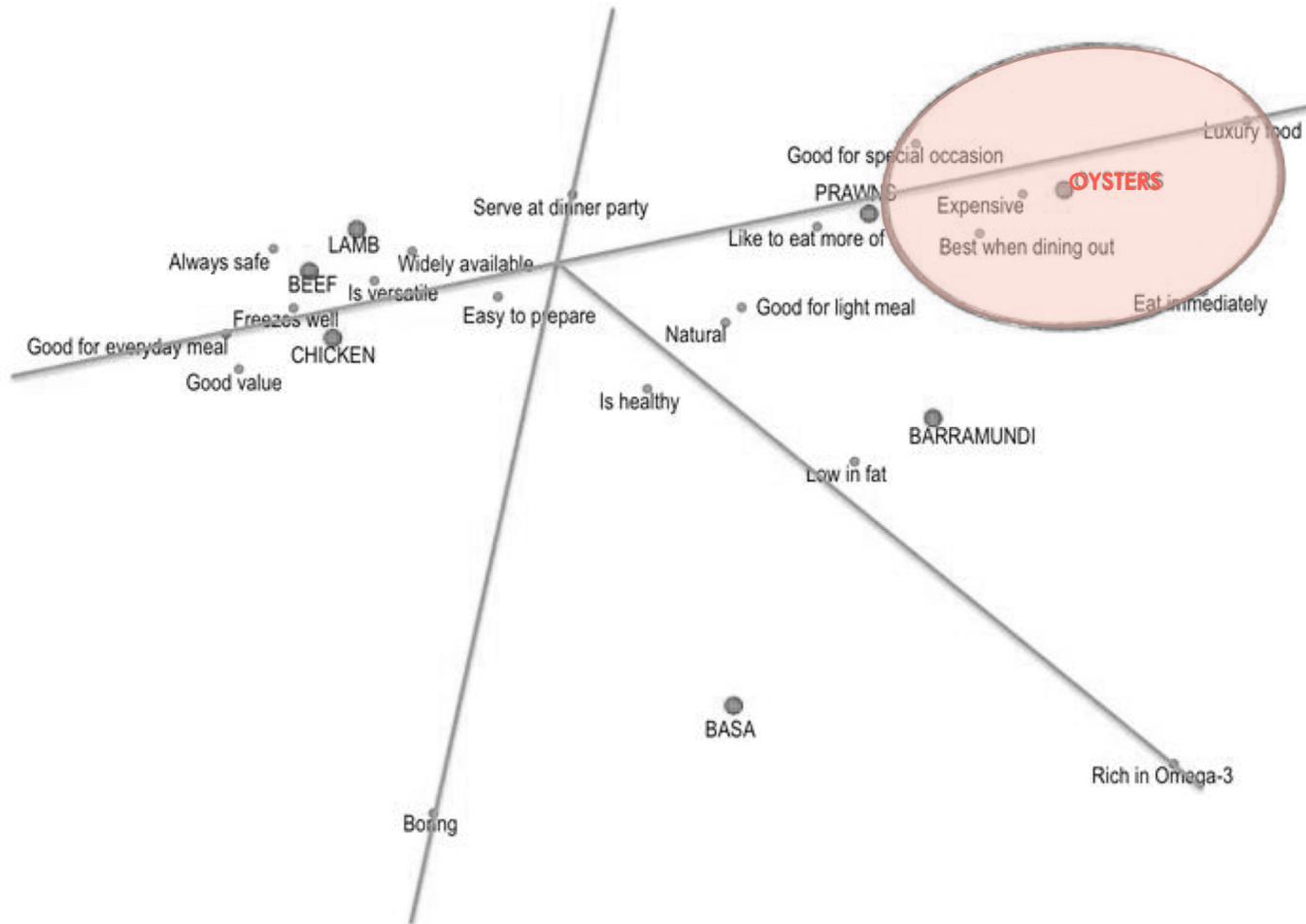
# **Insight & investigation**

# Oysters are seen as an expensive luxury, to be eaten immediately when dining out



Source: Your return on R&D \$ investment, focus on consumer research finds.  
Australian Seafood Cooperative Research Centre.

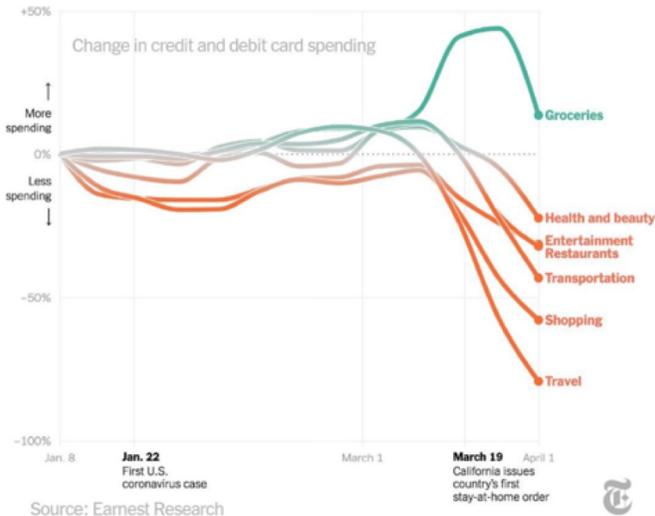
# Oysters are seen as an expensive luxury, to be eaten immediately when dining out



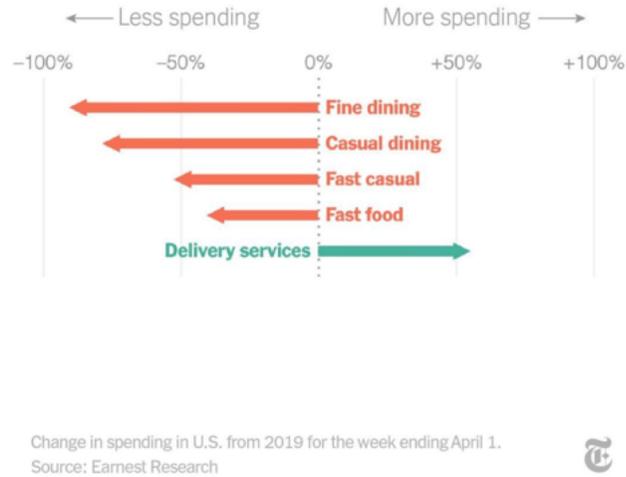
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# The impact of COVID-19 on a consumer spending

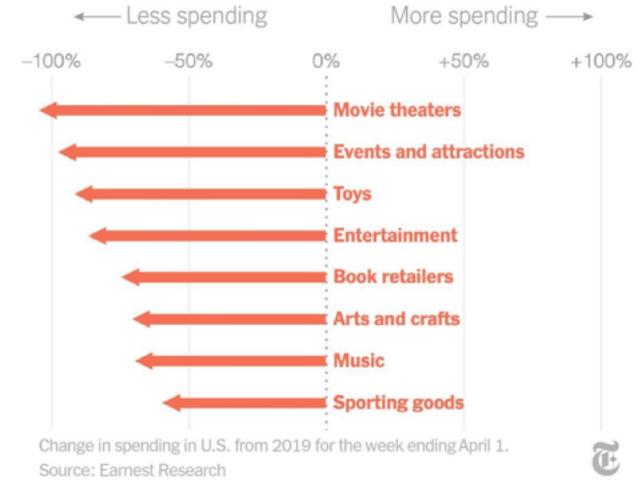
## How the Virus Transformed the Way We Spend



## Restaurant sales have plummeted.

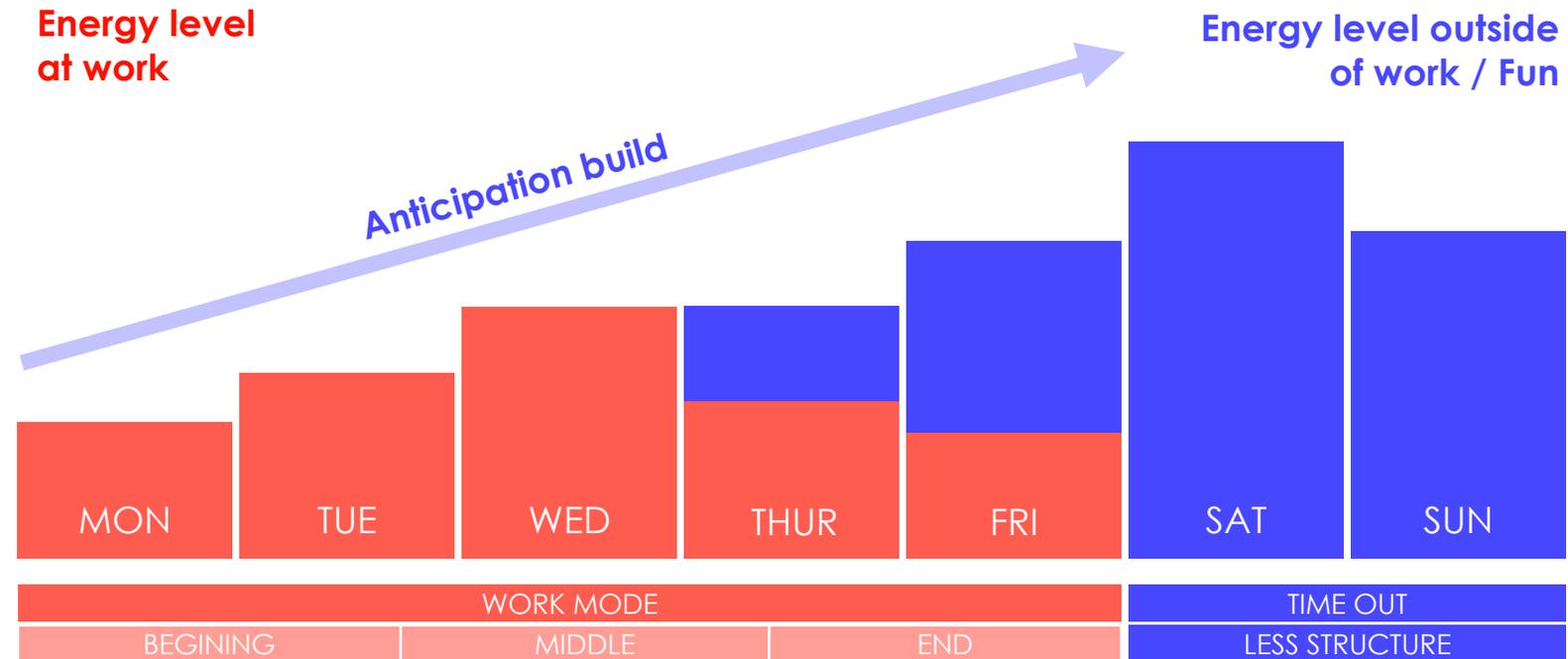


## Spending on entertainment and media is mixed, with many losers...



Source: NY Times, 12 April 2020. Data Source, Earnest Research.

# The impact of COVID-19 on a typical week



## Each day and each week has a clear beginning middle and end.

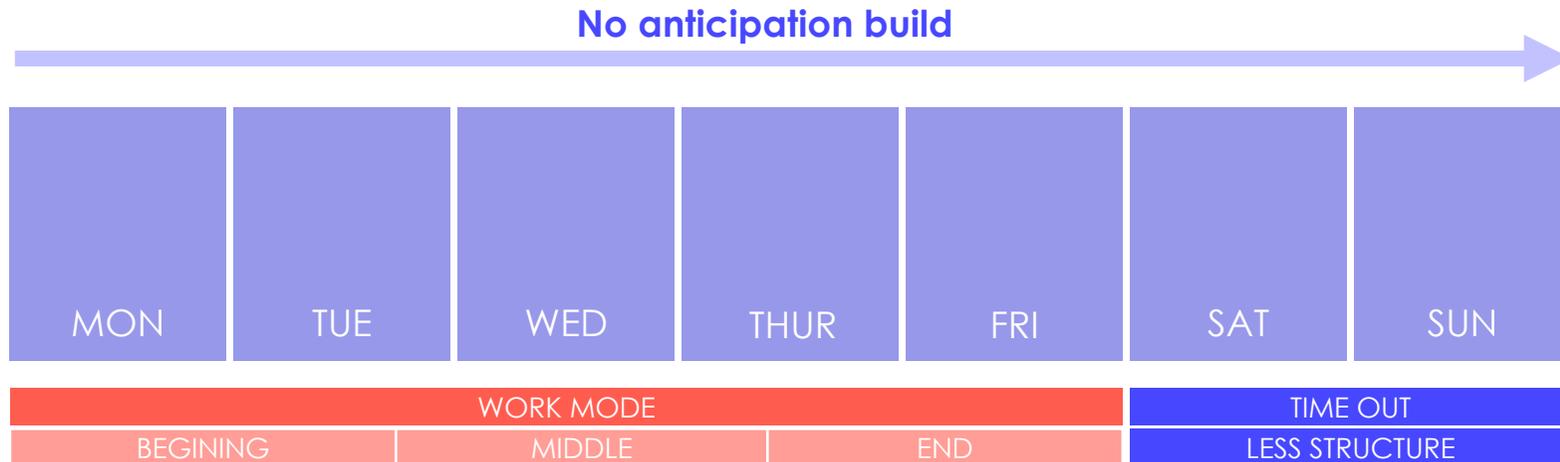
- Punctuated by key cues & rituals: alarm clock, coffee, hot shower, work clothes, commute, work location, commute home to switch off from work, dinner, relax, bed. Repeat.
- Leaving and returning to home are key cues for a shift in mindset and behaviour.
- Spend time with work colleagues and associates.
- Bound by routine, anticipation for fun and relaxation builds as the weekend approaches.
- Celebrate specific days like Thursday drinks, Friday night celebrations, Tuesday movie nights..

## Weekends tend to have less structure & more socialisation.

- Less routine, but still key rituals, like no alarm, stay in pj's, walk to coffee shop, play / watch team sport etc.
- Spend more time with friends and family.
- Spend more time at restaurants and entertainment venues.

# The impact of COVID-19 on a typical week

Energy level starts to flatline  
Less definition between work and home life.



## Days and weeks don't have a clear beginning middle and end.

- Many key cues & rituals don't exist: people skipping the hot shower, not dressing in work clothes and so on.
- Not leaving the house makes it hard to get into 'work mode' and to 'leave the office' at the end of each day.
- Mindset and behaviour becomes a hybrid of home and work (and home schooling).
- Lack of anticipation as the routine is broken and the weekends don't feel different to week days.

## Weekends have even less structure with no where to go and no real world socialisation.

- Key rituals gone, no team sport, no restaurants, no entertainment venues.
- Can't spend more time with friends and family.

# Social media says it all...



Liked by nickycbryson and others  
jessicabel I don't know what day it is anymore, but we just found our dog doppelgängers... and some pretty great hair inspo. Big day for us.  
View all 3,488 comments  
beccalou34 WOW



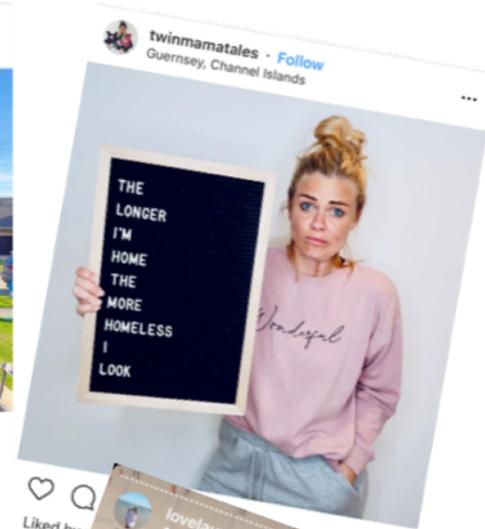
Liked by whowhatren and others  
tinklesherpants I was scared to post this photo.  
social distancing

quentin.quarantino - Following

Day 60: hanging by a thread



Liked by eggs.tyrone and others  
quentin.quarantino Any time I post a meme with "day x" in it, I'm completely guessing. I have no idea how long this has been going on for. It feels... more  
View all 227 comments  
steelydanmarino It really do be like that  
steelydanmarino @quentin.quarantino gotta spend money to make money #stonks  
4 days ago

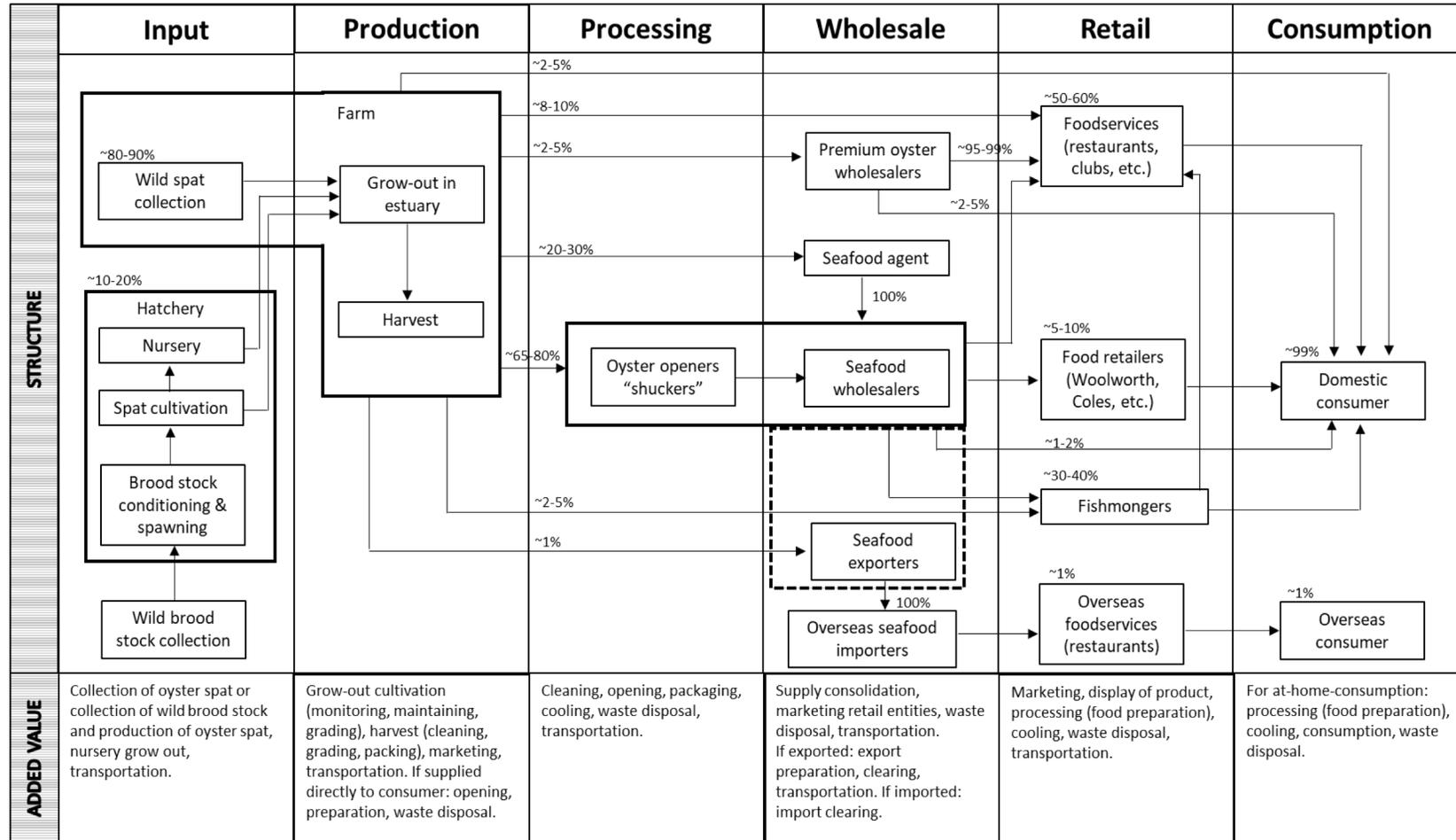


lovelauramary 13h  
retro 1 from yuya.kors  
cannot  
flew also  
enzie  
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we are stuck in groundhog day.

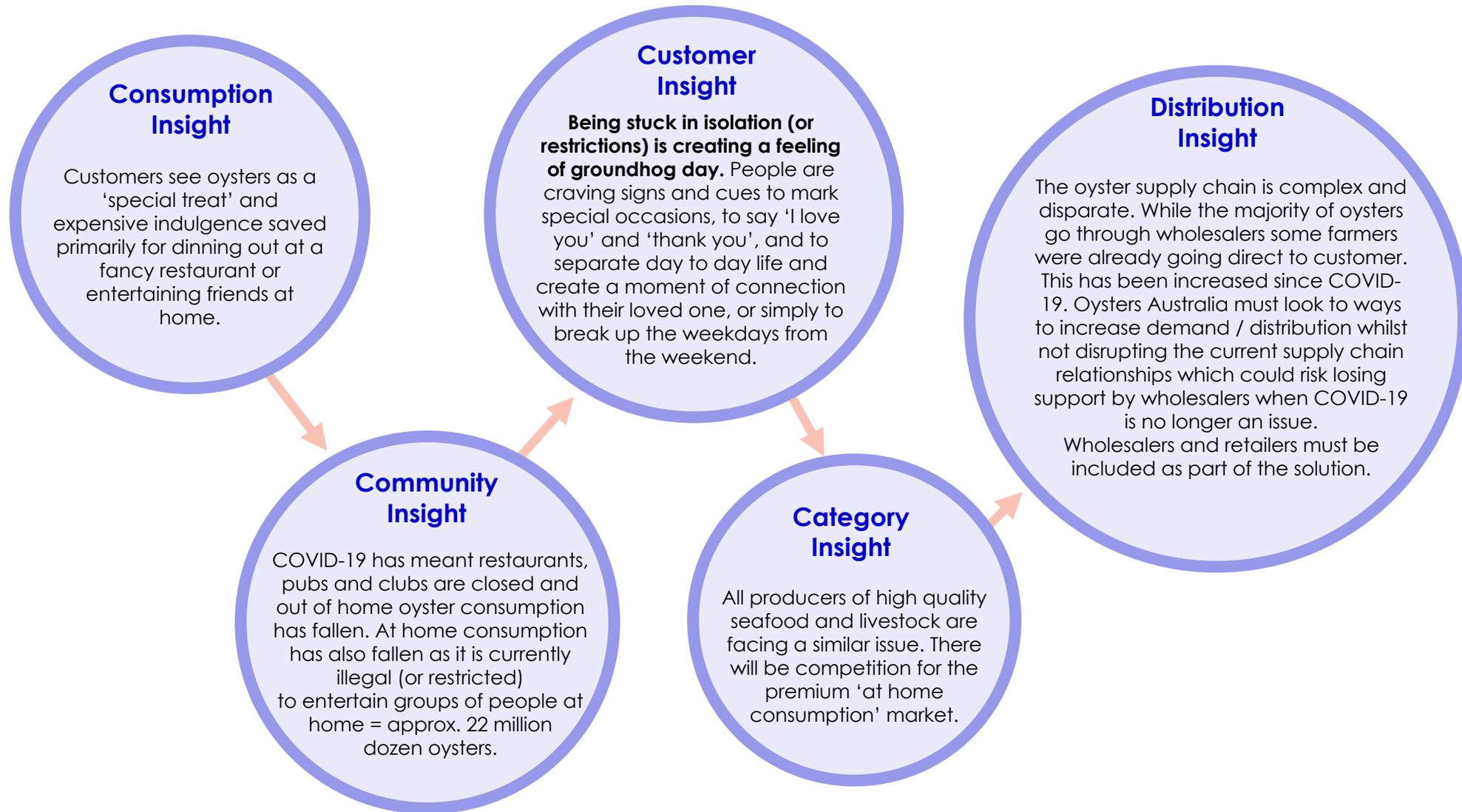
# Sydney rock oyster supply chain



Preliminary findings from interviews of industry stakeholders (February 2020).

Source: Describing, analyzing and comparing oyster supply chains, February 2020.  
 Dr Peggy Schrobback  
 Senior Postdoctoral Research Fellow  
 Central Queensland University

# The truth of the matter



## The strategic response.

A multipronged campaign that will **increase the desire for oysters** in a number of ways over the coming weeks and months, but importantly **will maintain the premium positioning of oysters in the consumers mind.**

# Growing demand and sales at retailers

In a recent news article it was announced that Coles would be stocking 'restaurant quality Australian seafood' as a result of COVID-19.

This would appear to offer Oysters Australia a good opportunity to sell through Coles and Woolworths with similar 'restaurant quality' messaging.

97% of oysters are consumed fresh in the half shell<sup>1</sup>. This is the best format to focus on.

In a bid to save their produce, restaurant-quality seafood will now be sent to Coles supermarkets along the east coast.



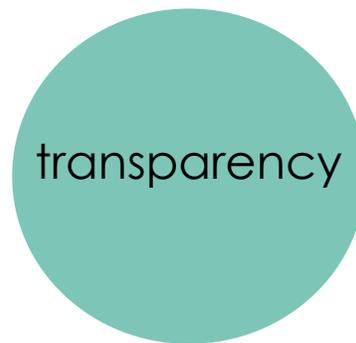
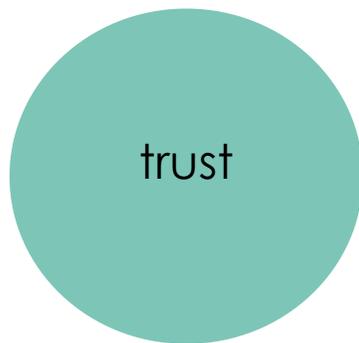
Meat and seafood once exclusively sold to chefs will soon be available to everyday Australians at the supermarket. Credit: AAP

Image Source:  
<https://7news.com.au/lifestyle/health-wellbeing/coles-to-stock-restaurant-quality-australian-seafood-due-to-coronavirus-crisis-c-987809>

Source:  
1. Australian Oysters overview, 2013.

# Key messaging to 'tick the boxes'

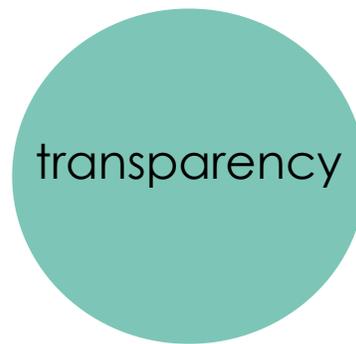
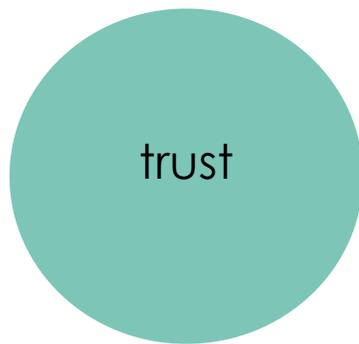
Previous research has shown that there are a number of 'hygiene' factors that must be included to alleviate barriers to purchase for chilled seafood from supermarkets. These fall into three main areas<sup>1</sup>.



Source: 1. Your return on R&D \$ investment, focus on consumer research finds. Australian Seafood Cooperative Research Centre.

# Key messaging to 'tick the boxes'

Previous research has shown that there are a number of 'hygiene' factors that must be included to alleviate barriers to purchase for chilled seafood from supermarkets. These fall into three main areas<sup>1</sup>.



The proof line to address all of these could be as simple as:  
**Enjoy some Australian fresh restaurant quality oysters at home today.**

Source: 1. Your return on R&D \$ investment, focus on consumer research finds. Australian Seafood Cooperative Research Centre.  
2. Oysters Australia wholesalers report, April 2020. Document provided by client.

# Key messaging at point of purchase



# Influencing consumers at the point of purchase

Research with wholesalers talked to driving support at retail level.

## **Taking on board feedback from research with wholesalers<sup>1</sup> this campaign could include:**

- Labels / badging / packaging depicting farm, location and flavour notes.
- Shucking demonstrations and oyster samples, so consumers can try them.
- Recipe leaflets to increase usage occasions.
- In store videos showing the farms/ growing regions to increase trust and providence cues as well as sustainability messaging.
- Information about the health aspect of oysters.
- Posters and POS stickers on the seafood display to highlight oysters.

**Strategic territories to drive  
the desire for oysters.  
7 areas of exploration.**

# Territory 1. Entertainment

## **Oyster insight.**

In the past oysters have been saved for entertaining guests.

## **Consumer insight.**

Isolation is boring.

## **Territory 1.**

Entertain yourself at home.

## Territory 2. Romance

**Oyster insight.**

Oysters are an aphrodisiac.

**Consumer insight.**

We all need a little love right now.

**Territory 2.**

Bring back date night.

## Territory 3. Style

**Oyster insight.**

Oysters are thought of as fancy.

**Consumer insight.**

We have stopped getting dressed up.

**Territory 3.**

Isolate in style.

## Territory 4. Health

### **Oyster insight.**

The high levels of zinc in oysters can support your immune system\*.

### **Consumer insight.**

We are all looking for enjoyable ways to defend against COVID-19.

### **Territory 4.**

Boost your immune system with a little luxury.

\*Oysters contain all 9 essential amino acids; they're rich in protein, minerals and omega-3 fatty acids. All of these things will keep you strong -- and keep your immune system charged.

## Territory 5. Escape

### **Oyster insight.**

Oyster provenance is part of the allure to consumption.

### **Consumer insight.**

We all want to escape our house.

### **Territory 5.**

Escape with Australian oysters

Partner with Tourism Australia to bring regional content paired with Oysters.

## Territory 6. Reward

### **Oyster insight.**

Oysters are a luxury, something we rarely buy for ourselves.

### **Consumer insight.**

We are looking for ways to say thank you or I love you to those who we can't see during COVID-19.

### **Territory 6.**

Say it with fresh Australian oysters.

## Territory 7. Memories

### **Oyster insight.**

Oysters are reserved for a special occasion.

### **Consumer insight.**

Isolation means we are stuck in groundhog day.

### **Territory 7.**

Make today memorable.



**Tactical support**

# Grow support for the industry through talk back radio, podcasts and social media

**ABC**

Simon Marnie is an oyster advocate and official oyster judge. He also has a 2 hour segment on ABC Radio each Sunday morning.

This idea would require approaching Simon as a spokesperson and asking him to dedicate one of his Sunday shows to exploring the current situation of the oyster industry.

He could do a live interview with a farmer, a chef and a passionate oyster connoisseur.



**Simon Marnie**

**ABC Radio. Sunday 10am – 12pm.**

Great food ideas, renovating tips and the best local stories from around Sydney and the state. If you're looking for inspiration in the kitchen and around the house or just taking it easy, Weekend Mornings has everything you need.

# Manage supply and grow publicity through donations to high profile groups

Oysters are luxury product but they also have many health benefits so they make a very desirable donation.

**Aged care facilities.** Oysters Australia could donate a quota of oysters to Australian old age homes for the residents. Many older Australian's have a romanticized notion of oysters from their heyday.

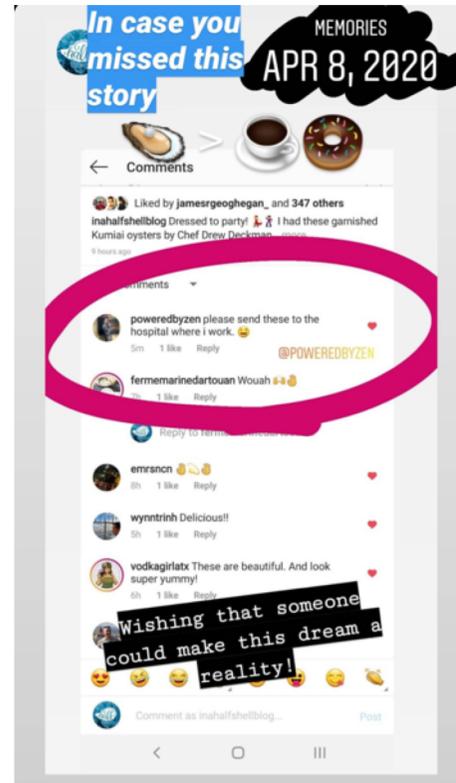
**Emergency services.** Police, Fire and Rescue NSW, and Ambulance are all on the frontline for us. We could help boost their immune system while they keep us all safe.



# Partner with a distributor to send boxes of oysters to make someone feel special

This has already happened in the US where a hospital worker requested oysters be sent to the staff there and a local supplier @bajashellfishfarms delivered.

Could this be activated quickly as a mother's day campaign?



# Other options: Support farmers to go direct to consumer

Have a centralized location to order local oysters.



## Other options: Oyster van

Make the most of people being stuck at home (or just eating at home more regularly) and bring a freshly shucked oyster experience to them with an Oysters Australia shucking van.

Well designed, well staffed and great music. Partner with a wine co. or other complementary produce.

Letterbox drop and social media posts so local community know which days you will be in their area. Create a little street theatre around the visit.



Personality:

**We need to have  
charisma. Now more than  
ever we want to give  
oyster lovers something to  
look forward to and savor.**

# Personality

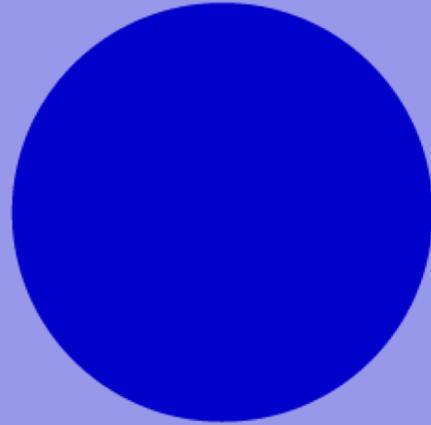
**Confident.** We are secure in ourselves and what we bring to the world. We don't need other people's praise.

**Mature.** We are seasoned and experienced. We are respectful and mindful of our actions. We don't take too much and we don't expect too much.

**Salty.** We are unique, and we have a good sense of humour.

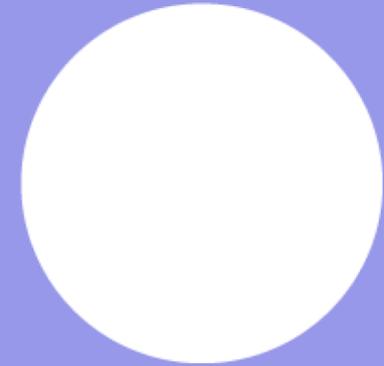
**Charismatic.** We are intelligent and charming, but never sleazy.

Think: George Clooney



**Discussion &  
questions.**

**Brand.Council**



# Dedicated team



**TRUDI CASSIN**  
Managing  
Partner

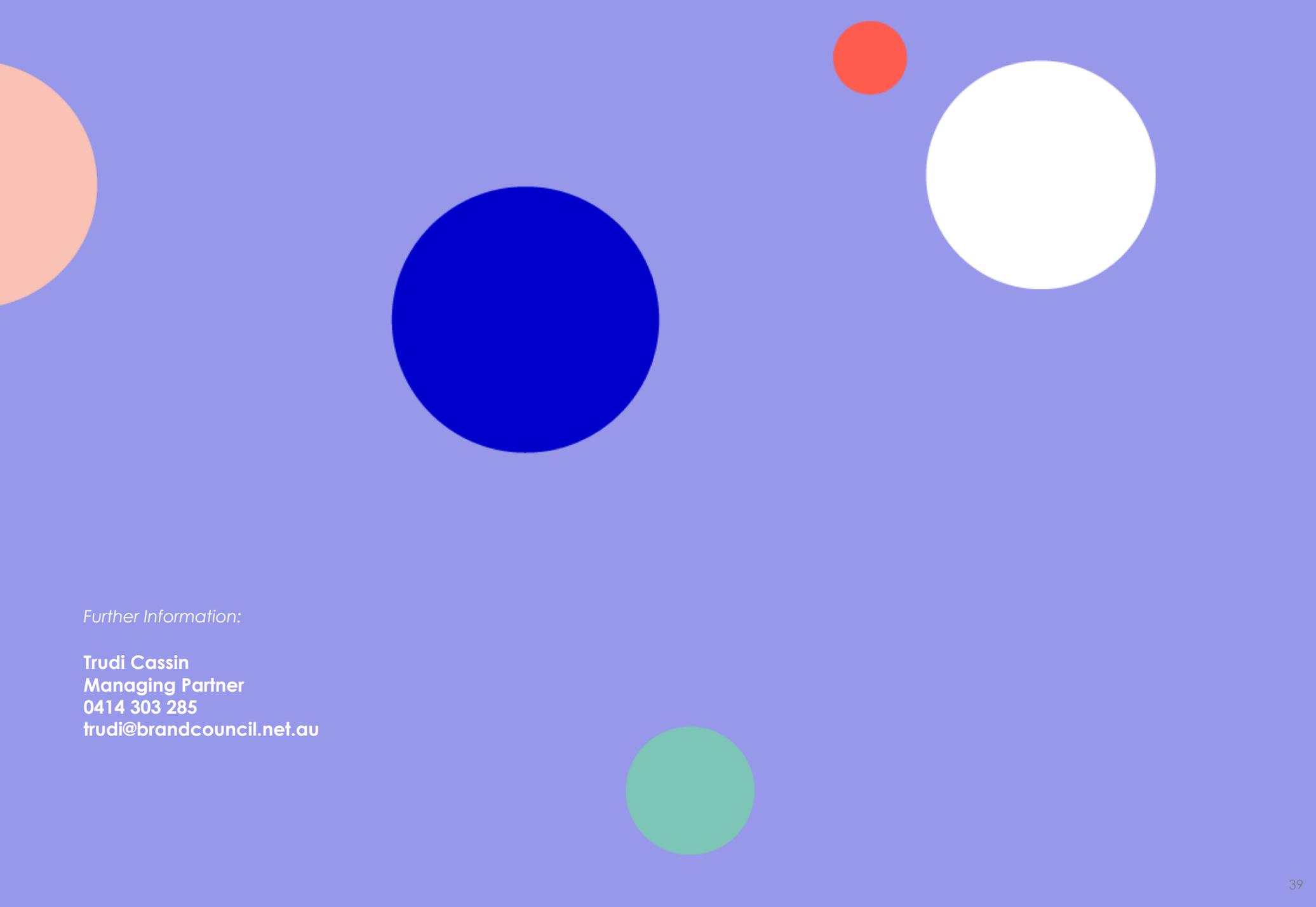
Trudi has been a partner at Brand Council since 2011, during which time she has led challenging and diverse strategy and implementation projects in Australia and globally for a series of high profile clients including First State Super, Goodman Group, WorkWear Group (KingGee and Hard Yakka), Sydney Water, BT and DuluxGroup.

Prior to Brand Council, Trudi was a senior member of M&C Saatchi team for 12 years, during which time she ran the initial pitch, strategy and global rollout of Tourism NZ's "100% Pure New Zealand", a brand that is regarded as one of the most successful destination projects ever. Other major client engagements throughout her 25 year career include Department of Defence (RAN & RAAF), CBA, Victorian Government strategy, Vodafone, Optus, Tourism Australia, Woolworths, Jacobs Creek (global strategy and launch) and Qantas.



**PETA QUIRK**  
Strategy  
Partner

Peta is an experienced strategist and internationally cited researcher. She has worked with global and local brands on large scale strategic brand positioning projects, brand health trackers, consumer research, internal research and engagement programs, brand communications strategy, and advertising campaigns. She has experience across a range of brands and markets including Fire and Rescue NSW, Aruma (formerly HWNS and the Tipping Foundation), KingGee, Hard Yakka, Nando's, Bonds, NSW Farmers, NewsLocal, Unilever, CommBank and Destination NSW. Peta has a Bachelor of Advanced Science Commerce (Honours) majoring in Economics, Marketing and Biology from the University of Sydney.



*Further Information:*

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